

RESILIENCY IN THE REAR DETACHMENT: USING THE REAR DETACHMENT
(PROVISIONAL) AS AN INTEGRAL PART OF BUILDING RESILIENCY
IN UNITS AT THE BRIGADE AND BELOW FOR
CURRENT AND FUTURE DEPLOYMENTS

A thesis presented to the Faculty of the U.S. Army
Command and General Staff College in partial
fulfillment of the requirements for the
degree

MASTER OF MILITARY ART AND SCIENCE
General Studies

by

HUGH L. CHARLES-WALTERS, MAJOR, U.S. ARMY
B.S., Upper Iowa University, Fayette, Iowa, 1998

Fort Leavenworth, Kansas
2010-02

Approved for public release; distribution is unlimited.

REPORT DOCUMENTATION PAGE				<i>Form Approved</i> <i>OMB No. 0704-0188</i>	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.					
1. REPORT DATE (DD-MM-YYYY) 10-12-2010		2. REPORT TYPE Master's Thesis		3. DATES COVERED (From - To) FEB 2009 – DEC 2010	
4. TITLE AND SUBTITLE Resiliency in the Rear Detachment: Using the Rear Detachment (Provisional) as an Integral Part of Building Resiliency in Units at the Brigade and Below for Current and Future Deployments				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) Charles-Walters, Hugh L., Major, U.S. Army				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army Command and General Staff College ATTN: ATZL-SWD-GD Fort Leavenworth, KS 66027-2301				8. PERFORMING ORG REPORT NUMBER	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION / AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT The definition, translation, and implementation of what resiliency really means when used to reflect the ability of Army families and soldiers is what this research is seeking. The need for a doctrinal template for the roles, responsibilities, requirement and employment of Rear Detachment must be established. The current doctrine and the way the Rear Detachment is used, does not address building family resiliency. These are the gaps that will be examined (1) development of Rear Detachment leaders, (2) soldiers family team link toward resiliency and (3) how the Rear Detachment can be used as an asset in building family resiliency.					
15. SUBJECT TERMS Rear Detachment, Resiliency, Installation Command, Family Resilience, Family Readiness, Army Community Services, Family Morale Welfare and Recreation					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT (U)	b. ABSTRACT (U)	c. THIS PAGE (U)			19b. PHONE NUMBER (include area code)
			(U)	87	

Standard Form 298 (Rev. 8-98)
Prescribed by ANSI Std. Z39.18

MASTER OF MILITARY ART AND SCIENCE

THESIS APPROVAL PAGE

Name of Candidate: Major Hugh L. Charles-Walters

Thesis Title: Resiliency in the Rear Detachment: Using the Rear Detachment
(Provisional) as an Integral Part of Building Resiliency in Units at the
Brigade and Below for Current and Future Deployments

Approved by:

_____, Thesis Committee Chair
Charles B. Heller, Ph.D.

_____, Member
Britt W. Estes, M.S.

_____, Member
Major Tacildayus Andrews, M.S.

Accepted this 10th day of December 2010 by:

_____, Director, Graduate Degree Programs
Robert F. Baumann, Ph.D.

The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

RESILIENCY IN THE REAR DETACHMENT: USING THE REAR DETACHMENT (PROVISIONAL) AS AN INTEGRAL PART OF BUILDING RESILIENCY IN UNITS AT THE BRIGADE AND BELOW FOR CURRENT AND FUTURE DEPLOYMENTS, BY Major Hugh L. Charles-Walters, USA, 87 pages.

The definition, translation, and implementation of what resiliency really means when used to reflect the ability of Army families and soldiers is what this research is seeking. The need for a doctrinal template for the roles, responsibilities, requirement and employment of Rear Detachment must be established. The current doctrine and the way the Rear Detachment is used, does not address building family resiliency. These are the gaps that will be examined: (1) development of Rear Detachment leaders; (2) soldiers family team link toward resiliency; and (3) how the Rear Detachment can be used as an asset in building family resiliency.

ACKNOWLEDGMENTS

I would like to first thank my mentor Major (P) Tacildayus Andrews for the guidance and encouragement and for not making me quit on myself throughout this year when research and additional work were overwhelming. Thanks to my committee chair for his patience and understanding and confidence in me. The inspiration for this thesis was my prior experience on the Rear Detachment and I would like to thank the Long Knife Rear Detachment staff and families for providing me the opportunity to work doing something I am passionate about. Finally and most importantly for my wife and children Xavier and Madison who have sacrificed the most this year in my absence you represent the resilience and strength that I am blessed to be able to share.

TABLE OF CONTENTS

	Page
MASTER OF MILITARY ART AND SCIENCE THESIS APPROVAL PAGE	iii
ABSTRACT.....	iv
ACKNOWLEDGMENTS	v
TABLE OF CONTENTS.....	vi
ACRONYMS.....	viii
ILLUSTRATIONS	x
CHAPTER 1 INTRODUCTION	1
The Problem.....	2
Primary Research Question	3
Secondary Research Questions	3
Key Terms.....	4
Limitations	7
Significance of Research	8
Background.....	9
The Creation of Rear Detachment Commands	11
The Origin of the Resiliency Concept in the Army	12
Link Between Resiliency and Rear Detachment	13
Summary	15
CHAPTER 2 LITERATURE REVIEW	17
Current Literature	17
The Army Leadership’s Guidance on Building Resiliency	18
Army Family Action Plan.....	19
Army Family Covenant	21
Family Morale Welfare and Recreation Support for Resiliency	23
Army Regulation Linking Rear Detachment Operations to Building Resilient Families	25
The Army’s Approaches to Battlemind and Resiliency	26
Existing Psychological Research on Family Resiliency.....	27
Online Resources	28
Best Practices of Other Services	29
Summary	31

CHAPTER 3 RESEARCH METHODOLOGY	32
Primary Research Method	33
Secondary Research Method: Qualitative Narrative Analysis	33
Validating Resiliency Trainers	35
Research Planned but not Executed.....	35
Summary	36
CHAPTER 4 ANALYSIS	38
Analysis Proposition	38
Primary Research Analysis	39
Leveraging Installation Command Resources to Support Resiliency	
Building by the Brigade Rear Detachment Commands.....	42
Integrating the Family Support Resources.....	45
Training the Rear Detachment.....	48
Spiritual Support for Family Resiliency	50
Best Practices of the United States Marines Corps Used to Build the Resiliency of	
Families During Deployment?.....	52
Secondary Research Analysis	55
Analysis of Rear Detachment Operations.....	56
Analysis of Military Organizations Contributing to Resiliency	60
Summary	60
Research Scheduled but Not Conducted.....	61
CHAPTER 5	63
Interpretation of Findings	64
Recommendations.....	66
Summary and Conclusion.....	67
APPENDIX A QUESTIONS ASKED OF THE MARINE CORPS COMMANDERS	
AND COL MCCOY	68
APPENDIX B QUESTIONS FOR THE RESILIENCY CAMPUS CSM	69
APPENDIX C QUESTIONS FOR MCCS REPRESENTATIVE INTERVIEW NOT	
CONDUCTED	70
APPENDIX D QUESTIONS TO THE MOBILIZATION AND DEPLOYMENT	
REAR DETACHMENT OFFICER COURSE INSTRUCTOR.....	71
APPENDIX E LIST OF FAMILY SUPPORT INFORMATION	72
BIBLIOGRAPHY	73
INITIAL DISTRIBUTION LIST	77

ACRONYMS

ACS	Army Community Service
AFAP	Army Family Action Plan
AFC	Army's Family Covenant
AFTB	Army Family Team Building
AIFSN	Army Integrated Family Support Network
AOS	Army One Source
APS	Army Posture Statements
AR	Army Regulation
ARFORGEN	Army Force Generation
ARSTAF	Army Staff
BCT	Brigade Combat Team
CALL	Center of Army Lessons Learned
CCDR	Combatant Commanders
CGSC	Command and General Staff College
CNIC	Commander Naval Installation Command
COL	Colonel
CSF	Comprehensive Soldier Fitness
FiB	Fires Brigades
FMWR	Family Morale Welfare and Recreation
FMWRC	Family Morale Welfare and Recreation Command
FRG	Family Readiness Group
FRO	Family Readiness Officers
FRSA	Family Readiness Support Assistants

FSG	Family Support Groups
HBCT	Heavy Brigade Combat Teams
IBCT	Infantry Brigade Combat Teams
KV	Key Volunteers
LINKS	Lifestyles, Insights, Networking, Knowledge, Skills
MCCS	Marine Corps Community Services
MRT	Master Resiliency Trainer
MTOE	Modified Table of Organizational Equipment
MWR	Morale Welfare and Recreation
NCO	Non Commissioned Officer
OE	Operating Environment
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
RD	Rear Detachment
RDC	Rear Detachment Commander
RDCH	Rear Detachment Commanders Handbook
SBCT	Striker Brigade Combat
SGM	Sergeant Major
SOP	Standard Operating Procedures
WTU	Warrior Transition Units

ILLUSTRATIONS

	Page
Figure 1. Recommended Integrated Rear Detachment and Resiliency for ARFORGEN and How it Links to the Total Army Family Program.....	15
Figure 2. Fort Hood Resiliency Campus Services Diagram	40

CHAPTER 1

INTRODUCTION

A healthy family environment is a force multiplier. Soldiers can better face the uncertainties and dangers of service life when they know that their families' well-being is important to their leaders.

— General John A Wickham, Jr. Army Chief of Staff

The focus of this thesis is to conduct research into the current resiliency efforts by the Army. The thesis will look at the Army's challenges in maintaining a steady deployment of units at the Brigade Combat Team and below. I will look at identifying gaps in the approaches to family resiliency to determine if the current Rear Detachment (RD) command can assist in the improvement of resiliency for families left behind during deployment. The Rear Detachment is a key unit to bridge family support during deployments and to help maintain the balance between family, deployments, and other soldier family team concerns. The research will look at whether or not the required training in a Rear Detachment unit is sufficient in building family resiliency.

The requirement to fill Rear Detachment unit positions has slowly evolved over the past eight years. The changes aligning Rear Detachment with the new modular brigade structure are attributed to the operating force demands for personnel from the generating force to fit the deployment requirements. The research seeks to examine the current practices of Rear Detachment and how it is used to support families affected by service members deployed in today's Operating Environment (OE). This research will look at current practices, policies, and procedures guiding: (1) Rear Detachment operations; (2) the role the Rear Detachment plays in building resiliency of families

during deployment; and (3) what is the best agency suited to build resiliency in families throughout the Army Force Generation (ARFORGEN) cycle. The Army's transformation to modular Brigade Combat Team (BCT) structure is designed to deploy troops more rapidly to an operation. This raises the question, as to whom or what support structure is required to deal with the issues families face before, during, and after deployments. Families overlook the effects of separation and this leads to stress for family members who are incapable of or unaccustomed to coping with separation.

The Problem

The Army is committed to building resiliency within its soldiers and families. Over the recent years, the Army has also committed millions of dollars towards resourcing installations with programs that streamline their resiliency building efforts for soldiers and their families. Rear Detachment units, although provisional, have a critical role of facilitating building the resiliency of families during deployment and throughout the Army Force Generation cycles of Reset, Trained/Ready and Available. The building of family resiliency is critical in sustaining future deployments. This is an issue that senior leaders of the Army have been committed to set right through several initiatives geared toward families and Army Family Team Building (AFTB).

The approach for supporting families is primarily through functions of the installation command and Family Morale Welfare and Recreation (FMWR). During deployments families are disconnected from their service members and will turn to the Rear Detachment to assist them in getting to the right installation resource. There is an abundance of service providers for families and the Rear Detachment is normally the first military link they approach for those services. However, the approach of using Rear

Detachment to build family resiliency is hampered by the following facts: (1) there is no doctrinal guideline that ties the Rear Detachment to the installation command; (2) the Rear Detachment has limited formal training courses in aiding in the development of family resiliency; and (3) the Rear Detachment cadre is integrated late into the deployment/Army Force Generation cycle.

The need to establish and maintain a competent Rear Detachment (provisional) brigade headquarters at the Brigade Combat Team and below is an important consideration for commanders. The impact of not having a capable Rear Detachment cadre can affect the focus of the deployed soldiers, and can also impact how they conduct their combat mission. It has been a significant challenge for brigade commanders to successfully incorporate the Rear Detachment unit since the Army's transformation to modular brigades. This research will investigate some solutions in making the Rear Detachment relevant and successful in a new era of persistent conflict.

Primary Research Question

Are the Rear Detachment units that support Brigade Combat Teams capable of building resiliency in the families of deployed soldiers?

Secondary Research Questions

In order to find a solution to the primary question, additional inquiries need to address nullities in the process of developing resiliency in the families of deployed soldiers.

1. Can the Rear Detachment provisional units use training from Army Community Services (ACS), Resiliency Campus, Family Morale Welfare and Recreation, to develop resiliency in the families left behind?
2. What best practices do other armed services (Navy, Marines) utilize to balance the resiliency of their families while the service members are deployed?
3. How can the installation command authority be leveraged to support the family resiliency building efforts of a Rear Detachment command?

Key Terms

The following words are used throughout this research paper and are key terms in the Army and throughout the US military community.

Army Community Services. “ACS provides a full range of essential services to soldiers and their families to ensure family preparedness.”¹

Army Force Generation. A process “to provide combatant commanders (CCDR) and civil authorities with a steady supply of trained and ready units that are task organized in modular expeditionary force packages and tailored to joint mission requirements.”²

¹General George W. Casey and Pete Green, *2009 Army Posture Statement*, http://www.Army.mil/aps/09/addenda/addenda_h.html (accessed 10 October 2010).

²Office of the Army Staff Executive Strategy Group, *2010 Army Posture Statement*, [https://secureweb2.hqda.pentagon.mil/vdas_Armyposturestatement/2010/addenda/Addendum_F-Army%20Force%20Generation%20\(ARFORGEN\).asp](https://secureweb2.hqda.pentagon.mil/vdas_Armyposturestatement/2010/addenda/Addendum_F-Army%20Force%20Generation%20(ARFORGEN).asp) (accessed 27 December 2010).

Army Resiliency. “Is the soldier's inner strength to face fear and adversity with courage. Key components include: self-confidence, taking calculated risks and handling challenges, mental toughness, overcoming obstacles or setbacks, and maintaining positive thoughts during times of adversity and challenge. Battlemind skills helped you survive in combat, but may cause you problems if not adapted when you get home.”³

Battlemind Training. “Battlemind is a soldier’s inner strength to face adversity, fear, and hardship during combat with confidence and resolution. In essence it is psychological resiliency. The objective of battlemind training is to develop psychological resiliency which contributes to a soldier’s will and spirit to fight and win in combat, thereby reducing combat stress reactions and symptoms.”⁴

Brigade Combat Team. A unit usually smaller than a division to which are attached groups and/or battalions and smaller units tailored to meet anticipated requirements.”⁵

Comprehensive Soldier Fitness (CSF). “CSF marks a new era for the Army by comprehensively equipping and training our soldiers, family members and Army civilians to maximize their potential and face the physical and psychological challenges of sustained operations. We are committed to a true prevention model, aimed at the entire

³Office of the Army Surgeon General and U.S. Army Medical Command Headquarters, www.behavioralhealth.Army.mil/battlemind/index.html (accessed 28 September 2010).

⁴Carl Andrew Castro, “Building Psychological Resiliency and Mitigating the Risks of combat and Deployment Stressors Faced by Soldiers,” <http://ftp.rta.nato.int/public//PubFullText/RTO/MP/RTO-MP-HFM-124///MP-HFM-124-13.pdf> (accessed 14 October 2010).

⁵Headquarters, Department of the Army, FM 1-02, *Operational Terms and Graphics* (Washington, DC: Government Printing Office, September 2007), 1-25.

force, which will enhance resilience and coping skills enabling them to grow and thrive in today's Army.”⁶

Operational Environment. “A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.”⁷

Provisional Unit. “Provisional units are composed of personnel temporarily detached from their assigned positions in MTOE or TDA units, as required. Organizations providing personnel to form provisional units will not be refilled from replacement sources by reason of these attachments. Promotion, reduction, or reassignment of an individual attached to a provisional unit is the responsibility of the commander of the MTOE or TDA unit to which the individual is permanently assigned.”⁸

Rear Detachment. “[H]ave responsibilities for all of the personnel and equipment remaining at Home Station during a unit's deployment. Additionally, the Rear Detachment has significant family readiness responsibilities and provides Family Readiness Group (FRG) leaders with a point of entry into official Army financial, legal, and other personnel services systems.”⁹

⁶Department of the Army, “Comprehensive Soldier Fitness,” <http://www.Army.mil/csf/index.html> (accessed 2 September 2010).

⁷Department of Defense, Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms* (Washington, DC: Government Printing Office, 12 April 2001, as amended through 30 September 2010), 392.

⁸Headquarters, Department of the Army, AR 220-5, *Designation, Classification, and Change in Status of Unit* (Washington, DC: Government Printing Office, 15 April 2003), 8.

⁹John Pike, Globalsecurity.org, www.globalsecurity.org/military/library/report/call_01-3_chap4.htm (accessed 14 October 2010).

Resiliency. “Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats, or even significant sources of stress--such as family and relationship problems, serious health problems, or workplace and financial stressors. It means “bouncing back” from difficult experiences.”¹⁰

Limitations

This study is limited to Army brigade Rear Detachment operations. Current designations of Striker Brigade Combat Teams (SBCT), Heavy Brigade Combat Teams (HBCT), Infantry Brigade Combat Teams (IBCT) and Fires Brigades (FiB), facilitate the general reference to Brigade Combat Teams in this thesis and is all encompassing unless otherwise specified in the research. The significance of this research is to determine if the current function and capabilities of a Brigade Combat Team Rear Detachment effectively supports the deployment of family resiliency.

The research will focus mainly on current practices in Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). However, historical examples are used to demonstrate the progress of Rear Detachments with Army Family Team Building, Family Morale Welfare Recreation, Army Community Services, and battlemind/resiliency. Close examination of these areas will demonstrate the evolution of Rear Detachment with the Army’s transformation in the support of the major conflicts over the past 30 years.

¹⁰American Psychological Association, “Help Center,” 29 May 2009, www.hooah4health.com/spirit/resilient.htm (accessed 28 December 2010).

Significance of Research

The research conducted will identify and evaluate: (1) the current key lines of operations for Rear Detachment, how they impact a deployed Brigade Combat Team family; (2) if the Rear Detachment can enhance resiliency of that unit's family to meet the two critical requirements of the Army described in the 2010 Army Posture Statement which are "restoring balance and setting conditions for the future"¹¹; and (3) the necessity for the continued use of Rear Detachment commands at the BCT level and below.

Understanding the necessity for a Rear Detachment provisional command to support the deployment to a combat Operating Environment will assist in determining if the required training and development for these leaders are in sync with current family needs.

Reviewing the Rear Detachment's role and responsibility in past major combat operations from Operation Desert Storm to Operation Iraqi Freedom and present Operation Enduring Freedom also will clarify this research. The research will highlight and examine previously written reviews to compare and contrast changes of a Rear Detachment provisional unit today. Additionally this paper will review Army regulations, applicable Standard Operating Procedures (SOPs), and scholarly articles on building resiliency in individuals to make an assessment of whether or not there has been practicable transformation applicable to Rear Detachment units during the past eight years of the Operation Iraqi Freedom and Operation Enduring Freedom deployments.

¹¹General George W. Casey, Jr. and John M. McHugh, *2010 Army Posture Statement*, [https://secureweb2.hqda.pentagon.mil/vdas_ArmyPostureStatement/2010/addenda/Addendum_F-Army%20Force%20Generation%20\(ARFORGEN\).asp](https://secureweb2.hqda.pentagon.mil/vdas_ArmyPostureStatement/2010/addenda/Addendum_F-Army%20Force%20Generation%20(ARFORGEN).asp) (accessed 27 December 2010), table of contents.

A garrison command is a functional unit that operates primarily to support installation operations. A review of the mission of garrison command may identify whether or not Rear Detachment can be included as a subordinate command of the garrison installation command. A review of the traditional roles and responsibilities of garrison and installation command for the Army and make recommendations on possible future incorporation of Rear Detachment support.

Background

Command authority and responsibility are sometimes not directly linked with units that operate on provisional or temporary orders. Provisional units such as the Rear Detachments are not directly linked to Modified Table of Organization and Equipment (MTOE), therefore they are placed at a disadvantage for resources to support themselves. The lack of basic resources places additional financial burdens on units' family volunteers to raise funds for Family Readiness Group (FRG) programs. Finding the best resource or organization to take care of families is essential, and if not done properly can have serious legal ramifications.

The Secretary of the Army John M. McHugh and Army Chief of Staff General George W. Casey signed the Army's Family Covenant (AFC) with families at several Army installations. The Army Family Covenant "institutionalizes the Army's commitment to provide Soldiers and Families—Active, Guard, and Reserve—a quality of life commensurate with their level of service and sacrifice to the Nation. It commits the

Army to improve Family readiness.”¹² This research will review surveys from the installation command and family support organizations such as Army Community Services to determine if positions such as the Family Readiness Support Assistants (FRSA) alleviated the workload of family support groups and from the Rear Detachment commanders.

The wounded warrior units are standardized across all services. However, the way Army non-deployable service members perform their duties of Rear Detachment operations is different from other sister services. In other services, non-deployable service members are directly assigned to the higher command on the installation which allows them to tap into the resources of the installation more quickly than ordinary Army’s Rear Detachment provisional units. The Army’s Warrior Transition Units (WTU) is the best option for our injured soldiers and these units have their own command authority that is permanently imbedded in the unit.

A need exists to establish a permanent unit for transient soldiers who are assigned to an installation and are non-deployable. The proper support structure for Rear Detachment must be explained through doctrine so it can clearly support the requirements for deployed units and how it will perform its duties. The research will use existing documents and Rear Detachment commander questionnaires to find out if the current procedural guidelines for Rear Detachment are still relevant for the current Operating Environment.

¹²General George W. Casey, Jr., “Army Family Covenant: Keeping the Promise,” www.myArmyonesource.com/CommunitiesandMarketplace/ArmyFamilyCovenant/default.aspx (accessed 12 November 2010).

Transformation to a modular Army exposes several personnel and leadership challenges for Rear Detachment deployment support. There are guidelines, policy letters, and Standard Operating Procedures available for Rear Detachments. They do not address the role that would be applicable in this era of persistent conflict. It is the researcher's belief that a doctrinal standard is needed for Rear Detachment operations. The research will make recommendations as to what doctrinal manual is most suited to address the functions of Rear Detachment connecting them to family resiliency. The Rear Detachment commander is the link between families, Family Readiness Groups and unit commanders deployed forward. A connection to the unit is essential during deployment when soldiers are away for extended periods and the families require all the support the Army can offer to assist in reducing anxiety and stress caused by separation. The Rear Detachment command is the main link that brings together Army, family, and the services provided by the installation at the brigade and below levels.

The Creation of Rear Detachment Commands

The Rear Detachment command is a provisional unit that is established in the absence of the command and is authorized by AR 600-20, *Army Command Policy*. The primary source for Rear Detachment operations in the Army today is the *Rear Detachment Commanders Hand Book*. This document described the Rear Detachment commander's duties as "The RDC's goal works in tandem with that of the deployed commander to help families solve their problems at the lowest level so that the problems

and resulting anxieties do not overflow to the deployed soldier or require the attention of the deployed commander.”¹³

The original document establishing the Rear Detachment command that clarifies their authority originates from Department of the Army Pamphlet (DA PAM) 608-47, *Army Family Action Plan* was published in 16 August 1993 and states

Military units may create a Rear Detachment (RD) when it deploys for extended periods of time. It is the primary point of contact for family members who have questions or need support during the deployment process. The RDC is in charge of unit Family Support Groups (FSG) that are organized to provide mutual support for the unit's family members.¹⁴

The DA PAM 608-47 links the Army's focus on supporting families to AR 608-1, *Army Community Services* with what commanders will do to support Army Family Team Building.

The Origin of the Resiliency Concept in the Army

The Army resiliency movement is originated from the battlemind research that was mandated Army wide in 2007. The information paper on battlemind released at the end of the 2007 Army-wide research study sparked the need for other studies linking soldiers' resiliency to battlemind and explains that battlemind, “is now being further developed and expanded in order to address gaps and include additional evidence-based

¹³Deborah Mancini, *U.S. Army Rear Detachment Hand Book* (Ithaca, NY: Wells Communications, 2006), 4.

¹⁴Headquarters, Department of the Army, AR 608-47, *Army Family Action Plan (AFAP) Program* (Washington, DC: Government Printing Office), 2.

skills.”¹⁵ The gaps in the additional evidence-based skills have resulted in the establishment of Comprehensive Soldier Fitness.

The Army Comprehensive Soldier Fitness was established to address concerns about a soldier’s ability to cope with the current operational pace, to continuously deploy, and the ability to sustain fighting at a healthy readiness level. This concern was redefined as “resiliency” which is synonymous to battlemind, but Army resiliency according to the US Army Medical Center is formally defined as: “a strength-based, positive psychology approach to Warrior behavioral health. It is designed for Warriors, Leaders, Spouses, Families and behavioral health providers. Training and information is targeted to all phases of the Warrior deployment cycle, Warrior life cycle and Warrior support system.”¹⁶ Comprehensive Soldier Fitness further reported that the implementation of resiliency is a function of the command. Rear Detachment units are an extension of a traditional command and whenever a unit deploys they assume all the command responsibilities to include building resiliency.

Link Between Resiliency and Rear Detachment

A link exists between the requirements for the newly mandated resiliency training, leader’s role in developing resilient soldiers, and Rear Detachment’s role in supporting families. If building resilience is the responsibility of the command then when the command deploys that responsibility is deferred to the Rear Detachment command

¹⁵Dr. Amy Adler, Information Paper, “Battlemind Resilience Training Research Accomplishments and Plans” (Medical Research Material Command Public Affairs Office, 19 May 2009).

¹⁶U.S. Army Medical Department, <https://www.resilience.Army.mil/index.html> (accessed 12 October 2010).

whose primary focus should be family resiliency. The Army continues to increase focus on building resiliency in its soldiers through training and quality of life programs. According to the directives of the report published by Dr. Amy Adler in May 2009 on Battlemind Resilience Training Research Accomplishments and Plans “[P] re-deployment Battlemind is also being expanded through implementing mindfulness training designed to increase executive attention capacity and thus increase resilience and decrease perceived stress.”¹⁷ Families also deal with the stress of deployment and how to counter or eliminate that stress is building family resiliency should strive to accomplish.

The association between operational commanders’ responsibilities toward resiliency and family team building are often limited during the deployed stage of the Army Force Generation cycle. The Rear Detachment commander is the person designated to give the commander the accessibility while the units are deployed. Additionally, this linkage allows commanders to meet their obligations to the Army’s families explained in the Army Regulation *Total Army Family Program* 600-20 para. 5-10 (8) (b). The following diagram (figure 1) mirrors the Army deployment cycle and how resiliency training is integrated. The Rear Detachment Commander needs to be the lead in this training cycle during four stages, to maximize the use of the Rear Detachment to integrate with the unit, family, and installation management agencies before, during, and after deployment.

¹⁷Adler, 2.

Rear Detachment Deployment Cycle Soldier and Family Resiliency Training/Implementation

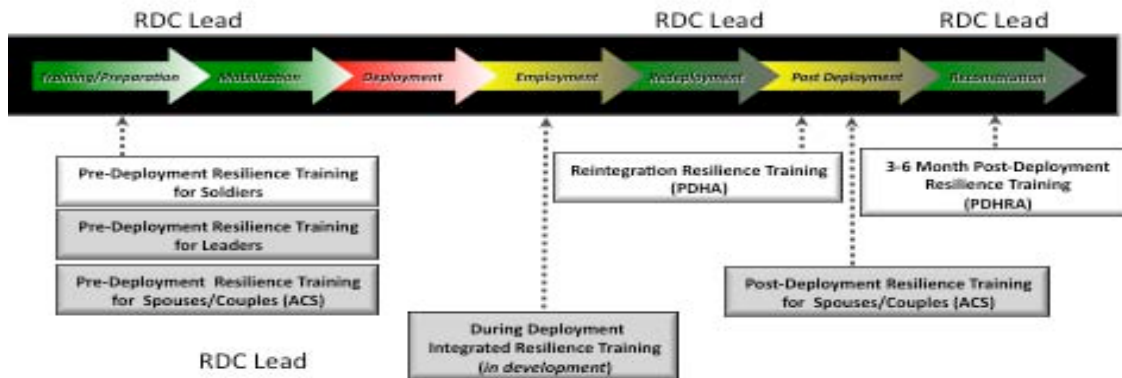


Figure 1. Recommended Integrated Rear Detachment and Resiliency for ARFORGEN and How it Links to the Total Army Family Program

Source: Walter Reed Army Institute of Research, “Instructor Guide, Master Resilience Trainer Facilitator Course: Day 9” (9 May 10), slide 6, www.resilience.army.mil/MRTfacilitatorschoice.html (accessed 17 August 2010).

Summary

This chapter provided a basis for the research and outlined how to best address building family resiliency during deployments. The chapter laid the foundation for the translation, and implementation of what resiliency really means when used to describe Army families. The chapter further identified the need for a doctrinal template for the roles, responsibilities, and employment of Rear Detachment.

Identifying a link with the unit personnel that can provide options that will allow families to get the assistance they need will be required throughout this research. Current policies and the way the Rear Detachment is tasked organized, does not address building family resiliency. Therefore this research will also need to examine: (1) the professional development of Rear Detachment leaders, to integrate building family resiliency;

(2) soldiers, family and Army team link toward resiliency; and (3) how the Rear Detachment can be used as the asset most capable of providing the synergy for families and resiliency building resources. There is sufficient evidence available to form a link connecting the Rear Detachment and Army's efforts to build resiliency in soldiers and their families to sustain deployment. The challenge for the Army is synchronizing these efforts.

CHAPTER 2

LITERATURE REVIEW

The Army's charter is more about holistically improving the physical, mental and spiritual health of our Soldiers and their families than solely focusing on suicide prevention. If we do the first, we are convinced that the second will happen.

— General Peter W. Chiarelli, Vice Chief of Staff of the Army

Current Literature

The Army currently has several publications governing the roles and responsibilities of a Rear Detachment. There is also an abundance of literature outlining what soldiers and families need to do to become resilient. How we build resiliency and the availability of Army programs to assist rear commanders in building family resiliency is what this research aims to resolve. This chapter will provide a review of materials written about the formation of the Army Family Action Plan (AFAP), family resiliency, Army Community Services, Family, Morale, Welfare, and Recreation, and their ties to today's Rear Detachment operations.

An examination of some of the existing documents covering how individuals build resiliency and the formation and conduct of Rear Detachment operations with the applicable publications will also be reviewed. The intent is to identify key similarities in how current Rear Detachment and resiliency literature can support family readiness. The literature is divided into three categories. The first category examines current Army publications covering Rear Detachment operations, roles and responsibilities. The second category covers the Army family and resiliency formerly known as battlemind publications along with training used by the Army resiliency campus. The third category

is documents that explore the role of the installation command in regards to family support and how the command agencies link to rear operations. Analogous civilian studies and publications on building resiliency will also be examined throughout each category of the literature review.

The Army Leadership's Guidance on Building Resiliency

The concepts being applied by the Army's Comprehensive Soldier Fitness Program are based on the approach that a resilient Army family is an essential part of a soldier's fitness. The review of literature contends with most publications used by the Army to build resiliency, to determine how best to build family resiliency. The Army's interest in resiliency is linked to the current operational environment, increased demands on soldiers to frequently deploy, and the adverse effect these frequent deployments have on soldiers and their family life. The Chief of Staff of the Army, General George W. Casey stated that, "the foundation to building resiliency within the Army is instituting an all-inclusive approach to emotional, social, spiritual, family, and physical fitness."¹⁸ This is the comprehensive soldier fitness program approach. The 2010 Army Posture Statement considers the fact that force transformations and deployments since 2004 are based on the model of prepare, sustain, and reset. The Army's senior leadership reinforces the viewpoint that a resilient force is important. Having a resiliency of our Army families will help to alleviate stress on soldiers and allow them to continue to fight and create conditions for success against our nation's current and future enemies.

¹⁸Casey and McHugh, 7.

The resiliency building effort has changed the way Army commanders view injuries to soldiers. Mental and emotional injuries affect soldiers for years and often stem from relational issues. These relationship issues are often compounded by separation from their families and prolonged deployment in a combat environment. According to the book *Resiliency Factor* by Karen Reivich and Andrew Shatte, separation causes stress, and stress causes anxiety, and the results of this stress induced anxiety are negative interactions with people.¹⁹

Relationship issues with military families arise when the soldiers return or before they deploy and can cause deep rooted, non-visible mental, and emotional injuries. These non-visible mental and emotional injuries are related to stress and anxiety and have been an important consideration in the Army resiliency building efforts. For most Army families, the main focus has been Army Family Team Building with the exclusion of a concerted effort to reinforce resiliency of the family. The research will examine the original documents for Army Family Team Building and how it has evolved into an Army wide effort to build resiliency in families.

Army Family Action Plan

It is important for soldiers to be able to sustain the current deployment pace without being distracted by home station problems. These are issues that the Rear Detachment was designed to mitigate. In today's era of instantly available information and unlimited social communication networks, distracters caused by a soldier's family problems can reach the battlefield quicker now than in previous combat deployments.

¹⁹Karen Reivich, Ph.D. and Andrew Shatte, Ph.D., *The Resiliency Factor* (New York: Broadway Books, 2003), part one.

The family preparedness and soldier readiness have been main concerns for Army leaders since the late 1970s/early 1980s. The initial family readiness initiative of the 1983 white paper titled *The Army Family* is the cornerstone initiative that has taken the Army to its current posture on how the Army approaches the concept of building family resiliency. The readiness of families and the link it has with a soldier's duty performance was directly addressed in the establishment of the 1983 *The Army Family* white papers and then in the subsequently published 1984 Army Family Action Plan.

John A. Wickham, the Chief of Staff of the Army in 1983, released *The Army Family* white papers outlining the partnership needed between the Army and Army's families. The Army Family Action Plan is based on the results of an Army symposium held yearly from 1980 to 1983. The symposium was held by the Army's senior leadership in order to better understand issues facing Army families. The result of the symposium was published as the *Army Family Action Plan*. The cornerstone of the plan is based on three elements: partnership, wellness, and sense of community. This research will concentrate on all three original elements, and how they have transitioned to what we observe as family resiliency today.

The original element of wellness still drives our efforts today and the family resiliency definition is closely intertwined with wellness. As defined in 1984 by Army Family Action Plan:

Wellness defines our concern for developing those strengths, skills, and aptitudes and attributes which make for wholeness and health in body, mind and spirit...by drawing on the characteristics of our many healthy families and transmitting these characteristics to those needing assistance.²⁰

²⁰Headquarters, Department of the Army, AR 608-47, 4.

The intent of this wellness effort and the other two elements of the Army Family Action Plan was to be an instrument for the way the Army interacts with its soldiers families from 1984 to today.

The Army Family Action Plan reviewed the issues facing a peacetime Army in 1983 and identified resources, changes in leadership philosophy, training, Army regulation, and congressional legislation.²¹ The Army Family Action Plan has since driven the interaction of the Army, Army family and what apportionment of services will be allocated for families since 1984. *The Army Family* white papers were republished in 2003 by General Erik Shinseki to review the progress on General Wickham's original white paper initiatives. The Army Family Action Plan has been reviewed over the years to become the current Army Regulation 608-47 and it still has its basis in General Wickham's initial white paper guidance for the Army families. The past few years the country has faced an era of persistent conflict which has placed a greater demand on the Army and the Army families. The difference in a peacetime and wartime Army requires families to make a larger sacrifice in having their loved ones deploy for longer periods on a consistent basis. This causes an increase in stress caused by frequent long separation.

Army Family Covenant

The Army Family Covenant (AFC) is a recommitment of the Army's top leadership to the principles of the original Army Family Action Plan. It additionally focuses on sustaining the family needs during times of deployment. According to the Army Chief of Staff General George W. Casey, "the AFC establishes a promise with

²¹Ibid.

Soldiers and Army Families to enhance their strength, readiness, and resilience.”²² His statement is directed at addressing the burden that war causes on families of deployed service members. The stress families experience resulting from a nation at war requires a review of how family wellness is addressed by the Army. The Army has made a recent effort to address its resilience in Army Posture Statements (APS). The Army Posture Statement which reviews the effects on the family and how the Army family will function in the future, led to the Army Family Covenant.

Deployments are frequent and have become a normal part of life for most Army families. The Army’s senior leaders are still assessing the effects frequent deployments have on Army families. In recent years a connection has been made with the increased number of suicides since the start of the war, and how that ties to problems with family relationships. To decrease the stress from relationship issues and reduce the number of suicides the Army family is experiencing, there has been a preemptive effort to build resiliency in the soldiers and families. These preemptive efforts are focused around the Army Comprehensive Soldier Fitness program. Comprehensive Soldier Fitness considers the five pillars of building resiliency. They are emotional, social, physical, spiritual, and family. Many Army installations have established a resiliency campus to become a consolidated location on the installation for addressing the five pillars of Comprehensive Soldier Fitness.

²²Lieutenant General Rick Lynch, *Installation Management Campaign Plan 2010-2017* (Washington, DC: Government Printing Office, October 2010), 12.

Family Morale Welfare and Recreation Support for Resiliency

The Army has implemented several initiatives to restore resiliency. These initiatives amalgamate the Comprehensive Soldier Fitness program. The main goals and focuses across these Comprehensive Soldier Fitness programs are supported by the Morale Welfare and Recreation and are explained in Army Regulation 608-47, *Army Family Action Plan* also the Army Regulation 215-5, *Military Morale, Welfare, and Recreation Programs and Non Appropriated Fund Instrumentalities* which specifically address the Installation Management Command responsibilities. The Installation Management Commander (IMCOM) ties these initiatives together. The Installation Management Commander, Lieutenant General Rick Lynch, released his Installation Management Community Campaign Plan which lays out the strategic objectives to “improve our ability to support and strengthen the resilience and balance of Soldiers, Families, and Civilians through programs and services to sustain physical, emotional, social, family, and spiritual needs.”²³ This research will review the campaign plan along with the Family Morale Welfare and Recreation regulation and tie efforts to determine if the Army Rear Detachment can assist families in building resiliency at the Brigade Command Team and below.

The US Army has established its own program to increase the resiliency of its soldiers, families and civilians. The review of the 2010 Army Posture Statement outlined the Chief of Staff of the Army, General George Casey’s commitment to improving resiliency he stated, “We began instituting Comprehensive Soldier Fitness—an all-inclusive approach to emotional, social, spiritual, family, and physical fitness—as the

²³Ibid.

foundation to building resiliency within the Army.”²⁴ The problem this research is clarifying is who will be the lead proponent for building resiliency in families of soldiers deployed. The research also seeks to find out when the integration of family resiliency building is appropriate during the Army’s Force Generation cycle.

Resiliency of the family should be developed during all stages of the Army’s Force Generation process. This research will assess the structuring of Rear Detachment units to determine if they have the ability to facilitate building resiliency in soldiers and families that will be left behind so they can sustain multiple deployments. With the review of the Installation Management Commander Campaign Plan, Army Community Services regulation, Family Morale Welfare and Recreation regulation and the resiliency initiatives, a common thread can be formed tying the duties and responsibilities of the Rear Detachment to family resiliency.

Most services available to families are covered in the Family Morale Welfare and Recreation Regulation AR 608-1, *Army Community Services Center*. This document is the guideline that links the Installation and Army Community Services with Rear Detachment. Family Morale Welfare and Recreation Command (FMWRC) works in tandem with the Assistant Chief of Installation Management Command who is “the Army Staff (ARSTAF) proponent and focal point for all Morale Welfare and Recreation programs.”²⁵ The Family Morale Welfare and Recreation Command supports commanders of deployed units with Morale Welfare and Recreation planning and/or the

²⁴Casey and McHugh, 8.

²⁵Headquarters, Department of the Army, AR 215-1, *Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities* (Washington, DC: Government Printing Office, 24 September 2010), 2.

execution of Morale Welfare and Recreation programs. This support is linked through the installation command and includes all the programs they provide such as family resiliency building programs and in some cases resiliency campuses. Most of the installation agencies that the Rear Detachment command are required to coordinate with fall under the installation command and Army Community Services.

Army Regulation Linking Rear Detachment Operations to Building Resilient Families

Rear Detachment units are established during deployment to “serve as a vital communications link between the deployed unit and family members . . . with the goal of working in tandem with that of the deployed commander to help families solve their problems at the lowest level so that the problems and resulting anxieties do not overflow to the deployed soldier or require the attention of the deployed commander.”²⁶ The Rear Detachment Commanders Handbook (RDCH) published through the US Army Family Morale, Welfare and Recreation Command in 2006, outlines the duties and responsibilities of Rear Detachment. It serves as the base document used to guide and develop Rear Detachment commands. The Rear Detachment Commanders Handbook is “a compilation of information from sources that include Army policy documents, Rear Detachment Standard Operating Procedures, and Rear Detachment training.”²⁷

Another Rear Detachment specific guide is the Rear Detachment Operations Handbook, which is a compilation of lessons learned, tactics, techniques, and procedures published by Center of Army Lessons Learned (CALL) in 2007. The Army’s approach to

²⁶Mancini, 4.

²⁷Ibid., 1.

building resiliency also recognizes the role the family plays in the total wellness of our soldiers as it relates to fighting the war on terrorism. Both Rear Detachment publications identify the criticality of selecting the right team for a Rear Detachment command. The recommendation is that the Rear Detachment team should be added prior to the deployment cycle.

The governing documents linking Rear Detachment, Family Morale Welfare and Recreation Command and installation command are what incorporates the Rear Detachment leader responsibilities with the task of building family resiliency during deployment. The Rear Detachment Commanders Handbook, Rear Detachment Operations Handbook, Army Regulation (AR) 608-1, *Army Community Service Center*, and AR 215-5, *Morale Welfare and Recreation* provide an overlapping service to families, and connect building family resiliency as a command and community effort. Installation family support programs along with the efforts by the Army's senior leadership provide an active commitment toward achieving the initiatives of the Army Family Action Plan and the Army Posture Statement.

The Army's Approaches to Battlemind and Resiliency

The Office of the Army Surgeon General and US Army Medical Command headquarters, which is the lead proponent on Battlemind /Resilience Training Research Accomplishments and Plans, is an Army level command that defines guidelines as to how the Army addresses resiliency building in families. The Army Medical Command initiatives have made improvements to Comprehensive Soldier Fitness to now include a Master Resiliency Trainer Course. This course teaches soldiers coping skills that will

allow them to deal with the stress of deployment separation and reintegration into family life.

Reaching out to soldiers can be a mundane task for commanders and studies on family life shows that if a soldier's family life is not stable their stress level will be increased and this can lead to depression, and even more seriously, thoughts of suicide. There are other studies that link stress and depression caused by deployment to both family members and soldiers. One of the measures being used by the Army to combat the stress is to build the resilience of our soldiers and their families. Resiliency building is done as a community effort by all the units and Family Morale Welfare and Recreation.

Existing Psychological Research on Family Resiliency

There are several civilian sources of literature available for recommending antidotes to building resiliency. This research will be limited to the approved Command and General Staff College resiliency guide, "Resiliency Factor," written by Karen Reivich and Andrew Shatte. Defining resiliency is the key step to accurately understanding how to assist others in getting through challenging situations. The book *The Resiliency Factor* follows a simple three-step methodology. First is individual assessment to establish a baseline as to why resiliency matters. This is an essential point in establishing a basis for individual resilience. The second step is to use a recommended seven basic skills to identify, build, reinforce or re-establish resilience in individuals. The last step is the applicability of these skills and how they are linked to everyday life and high stress environments.

The research will also look into psychological reports for the past three years to demonstrate how family stressors weigh heavily on soldiers' mental stability and their

ability to become resilient. The definition of resiliency is clarified by the American Psychological Association as “The process of adapting well in the face of adversity, trauma, tragedy, threats, or even significant sources of stress—such as family and relationship problems, serious health problems, or workplace and financial stressors. It means, “bouncing back” from difficult experiences.”²⁸ This definition draws the conclusion that our families will face stress from the deployment of their loved ones that will cause some source of stress.

Online Resources

The United States Army Medical Center home page provides links to help family members practice good stress reducing measures during the deployment cycle. This site provides a link to the Global Assessment Tool (GAT) which is also available to family members. The Global Assessment Tool “provides a person with a baseline in the four dimensions of strength: emotional, social, spiritual and family; and provides an opportunity to track self-development and growth in these areas over time.”²⁹ The most significant contribution geared toward family resiliency is the requirement for Master Resiliency Trainers The Master Resiliency Trainers course offered as part of the Comprehensive Soldier Fitness program is given through the Positive Psychology Program at the University of Pennsylvania in Philadelphia to selected Army personnel. According to Army G-3/5/7, Lieutenant General James D. Thurman “Comprehensive

²⁸ American Psychological Association, “What is Resilience?” http://warrioroutreach.com/index_files/psychologicalresilience.htm (accessed 20 June 2010).

²⁹ Department of the Army, “Global Assessment Tool,” www.Army.mil/standto/archive/2009/12/08/ (accessed 15 November 2010).

Soldier Fitness recognizes the absolute necessity of a comprehensive, coordinated effort to enhance the fitness and resiliency of our Army, particularly important during this era of persistent conflict and most importantly into the foreseeable future.”³⁰ Training soldiers to be master resiliency trainers is a gigantic step in getting the concept of resiliency building down to the unit and soldier level. The overall onus is still dependent on leader involvement and command emphasis toward identifying and assisting soldiers and families bounce back from adversities.

Best Practices of Other Services

The Navy Family Ombudsman Program is similar to the Family Readiness Support Assistant program provided by the Army. “The Ombudsman Program is a command-operated program, intended to improve communication between the command and a Sailor's family members. Navy Family Ombudsmen are communication links, information and referral resources, and advocates for command family members.”³¹ The review of this program revealed that the Army’s Family Readiness Support Assistant shares similarities in duties to the Navy Ombudsman except the Family Readiness Support Assistant is a paid fulltime government service employee assigned to an Army brigade and below to support families and command coordination.

The Ombudsman works directly with the commander at sea and coordinates with Navy Installation Command. The advantage to this program is that the installation

³⁰Jessica Reed and Stefanie Love, “Developing Master Resiliency Training,” www.Army.mil/-images/2009/08/05/47220/index.html (accessed 2 October 2010).

³¹Department of the Navy, *Navy Family Ombudsman Program Communication Plan After Action Report* (Commander Navy Installations Command, October 2008), 13.

command and the Ombudsman share unity of effort with implementing any programs that will increase the resiliency of the Navy families. The Commander Naval Installation Command (CNIC) is the sole proponent for the Ombudsman program and provides the capabilities and sustainment of the programs that support families.

The Marines have a similar family support program called the Key Volunteer Program that closely resembles the Navy's Ombudsman program. The Marine Corps family programs are sponsored by the command through Marine Corps Community Services (MCCS) and also have a civilian employee with similar functions as the Family Readiness Support Assistant and Rear Detachment commanders of Army brigades. The Marine and Navy programs do not take the same approach toward compressive fitness of the family in terms of resiliency building through tools such as the Army's Global Assessment Tool. The Marines have a Semper Fit program, "the Semper Fit Fitness Program is designed to promote optimum mental and physical health through physical fitness."³² This offers a similar approach to the resiliency campus however; it is limited to the service members only. The Marine Corps has implemented the recent adaptation of a program of paid volunteers to bridge the family and service line of communication with the deployed command. These civilian employees are called Family Readiness Officers (FROs). Their duties account for some of the functions performed by the Rear Detachment staff. One example is that the Family Readiness Officer is a trained advisor for families on financial management. The Army uses a soldier who is trained as a command financial specialist to advise soldiers and family on money management and

³²Marine Corps Community Service, www.usmc-mccs.org/healthpromotions/index.cfm?sid=fl&smid=5 (accessed 28 December 2010).

budgeting. The Family Readiness Officer gives the Marines the advantage of not having to stand up a unit Rear Detachment during deployments.

Summary

This chapter covered literature from Rear Detachment duties and key organizations created to develop the building of family resiliency. A view of other services' approach to resilience was also examined. The literature reviewed showed a correlation between the family stability and resiliency. The functions the installation command and Army Community Service provide is essential framework to make the connection with Rear Detachment and Army Family Action Plan. Installation management command, Family Morale Welfare and Recreation, Army Community Services, and Rear Detachment provide a holistic collection of options for families to draw support from.

This study is necessary to gain a firm understanding of how each installation command activity geared toward families can build resiliency. Reviewing the governing publications that addresses the services of the installation command which also included Rear Detachment functions is important to continue this thesis. The material reviewed in this chapter will provide a baseline for my methodology in the next chapter.

CHAPTER 3

RESEARCH METHODOLOGY

Our challenge over the next several years will be to maintain our combat edge at an appropriate tempo while reestablishing garrison systems to better care for our soldiers and families. The combination of Comprehensive Soldier Fitness with these health promotion efforts provides the foundation to improve the resilience of the force.

— General George W. Casey Chief of Staff of the Army

The methodology in this chapter is used to answer the primary and secondary questions of this research. The research will use a combination of approaches to answer the primary research question: are the Rear Detachment units that support Brigade Combat Teams capable of building resiliency in the families of deployed soldiers?

The primary research method is question and answer methodology combined with interviews, phone conversations, and emails. The secondary research method of this thesis is the qualitative narrative analysis of different Army publications and policies covering resiliency and Rear Detachment. These combined approaches will allow the researcher to assess the performance of these agencies' approach toward building resilience.

The researcher will use the analysis to provide an answer to the criteria for how the Army addresses family resiliency. Both the primary and secondary methodology of this research looks at answering the questions: (1) are current programs available through Army Community Services, Resiliency Campus, Family Morale Welfare and Recreation sufficient to build resiliency in families; and (2) can the Brigade Rear Detachment provisional units use these programs to build resiliency for the families left behind?

Primary Research Method

The researcher used this method to gain first hand information on the research topic by using e-mail correspondence, phone interviews and conversations with the key leaders in the Army resiliency field. The researcher contacted key staff members of the first established resiliency campus to gain a perspective on whether or not the program is meeting its intended goal to build resilient soldiers and families. To gain further insight on how the various services offered by Family Morale Welfare and Recreation are impacting the families of deployed soldiers, the researcher will conduct a question and answer interview with the installation commander for Fort Leavenworth Kansas.

The researcher conducted an interview with other key representatives of the installation command to determine if the installation command can absorb the duties of Rear Detachment at the brigade level. This interview will allow the researcher to identify other possibilities for the Rear Detachment involvement in resiliency building of our families. Other key personnel contacted were the former Rear Detachment chaplain and personnel from the Rear Detachment officer course taught at Fort Hood, Texas. This correspondence further clarified the way the Rear Detachments and the staff see their role in building resiliency of the family. The interviews allowed the researcher to examine the qualification for the Rear Detachment to determine if a master resiliency trainer is required on the Rear Detachment staff.

Secondary Research Method: Qualitative Narrative Analysis

This method uses the narrative analysis technique to focus on the past and current Army policies that support Army Family Team Building, and the role of Rear Detachments. The analysis differentiated how policies for Rear Detachment operations

used in the Army compare to methods used by other services. This analysis was broken into three categories: (1) Army regulations outlining Rear Detachment duties, Army Community Services and Family Morale Welfare and Recreation roles; (2) Army resiliency practices along with resiliency training requirements for soldiers' families; and (3) civilian and Army Medical Command psychological recommendations on what it takes to build resilient soldiers and families to include using the five pillar Comprehensive Soldier Fitness approach.

Category one will use the governing policies, Army Regulations, and manuals that direct how Army installation command structure executes its mission, and drawing a comparison with Navy and Marine installation commands to evaluate what the best practices are for building family resiliency. Using AR 608-1, *Army Community Service Center*, AR 215-1, *Military Morale, Welfare, and Recreation Programs*, AR 608-47, *Army Family Action Plan*, *The Rear Detachment Commander Hand Book* and the *Rear Detachment Commanders Guide*, information will be extracted to formulate an argument to support or refute the Army Rear Detachment requirement to build family resiliency

Category two will analyze resiliency practices commonly used by our soldiers and their families. The research will use Army Regulation 608-47, *Army Family Action Plan*, the *2010 Army Posture Statement*, and *Congressional Research Service (CRS)* reports and make a link with the current resiliency programs.

Category three looks at programs and services under the Family Morale Welfare and Recreation, Army Community Services, Army Family Team Building and how they relate to building resiliency from the psychological approach. The book *The Resiliency*

Factor by Karen Reivich and Andrew Shatte explains seven proven methods of improving individual resilience.

Validating Resiliency Trainers

The individual approach to resiliency building is also highlighted in the block of instruction given at the Master Resiliency Trainer course and is a key step in how the Army approaches building family resiliency. The Master Resiliency Trainer course trains a selected group individuals across the Army then returns them to their commands to serve as train-the-trainers for resiliency. The course is given through the University of Pennsylvania and offers a training option that mirrors a successful program used with high school students in Pennsylvania: “master resiliency training is being adapted from the Positive Psychology Program.”³³ The research looks at the Army’s efforts to integrate these resiliency trainers throughout the force and how they relate to the civilian practices. Using the primary and secondary methodology along with reviewing how we validate our resiliency trainers, the researcher can form a measure to answer the question: “Can the Rear Detachment be replaced by other agencies established to build resiliency in the lives of families left behind after deployment?”

Research Planned but not Executed

The researcher planned to review surveys from the resiliency campus to determine how they have impacted families. These survey results were unattainable at the time of my research and are still being copulated by the resiliency campus. The surveys

³³Jesica Reed and Stefanie Love, “Army Developing Master Resiliency Training,” 5 August 2009, www.Army.mil/news/ (accessed 1 October 2010).

would have clarified what families actually think of the Army's efforts to help them build resilience.

Conducting an interview with sister service community services providers was planned but not conducted. The researcher was unable to gain contact with the appropriate Navy installation management official or the Marine Corps Community Service personnel. The interviews with these agencies would allow thorough comparison of resiliency efforts in other branches of military service. This comparison would have allowed insight to alternate tactics, techniques, procedures, and lessons learned in the building of family resiliency from the different services. In the absence of an interview opportunity the researcher used Marine Corps Community Service and US Navy community services information from the Navy's official website to gain a further understanding of how family resiliency is addressed.

Summary

This thesis examined primary and secondary research methodology. The primary research uses emails, interviews, and phone conversations to gain firsthand knowledge of current practices in the field that affect family resiliency. The secondary research uses a qualitative narrative analysis. The information gained from both methods of my research is sufficient to conduct an analysis of the Rear Detachment's role in building resiliency in our Army's families.

The primary research method will allow the researcher to use a comparative assessment of all Army policies, practices, and procedures involving Rear Detachment and make an analysis. The relevance of the Rear Detachment integration into Army Family Team Building and building resilience in families will be evaluated. To remain

within the scope of the research, the researcher will address resiliency building as it relates to families and the primary role of the Rear Detachment staff.

CHAPTER 4

ANALYSIS

After eight years of war, we must better prepare our Soldiers and their Families to persevere with the challenges inherent to military service. The key to increased resiliency is placing the same level of enthusiasm toward conditioning our minds and souls as we place toward conditioning our bodies.

—Brig. Gen. Ed Cardon, Deputy Commandant, CGSC³⁴

Analysis Proposition

The focus of this chapter is to present an analysis of interviews and publication reviews conducted by the researcher in order to propose proof of how the research question shares a relationship with the evidence, of the how resiliency is built in Army families. The first section of this chapter will primarily examine the interview questions and answers from sister service commanders, a Resiliency Campus Sergeant Major, Installation Commander and several other family service providers that are conduits for building family resiliency. The interviews used primary sources to answer the interviews with these personnel as primary sources based on their experience with the subject. The research will connect all entities to form a view of who is best suited to be the primary conduit for the family support system in building resiliency. The second section of this chapter will be the qualitative narrative analysis review to determine the relationship of the existing literature to the research subject. Both types of research will prepare a dialogue for making conclusions and recommendations in the next chapter.

³⁴American Psychological Association, “Changing the Military Culture of Silence,” http://warrioroutreach.com/index_files.psychologicalresilience.htm (accessed 19 November 2010).

Primary Research Analysis

The researcher took the opportunity to speaking with the installation commander for Fort Leavenworth, Colonel Wayne A. Green, about the programs being offered to families through Army Community Services. The interview addressed what would be the best command structure for the Rear Detachment in relation to building family resiliency. During the interview, Colonel Green highlighted the numerous programs associated with family resiliency at Fort Leavenworth and explained his approach to getting family participation. He highlighted the fact that although the installation did not have a centrally located Resiliency Campus, most programs that are offered on the installation are directed at building resiliency.

The indirect approach used by Colonel Green is geared to reinforcing the five pillars of Compressive Soldier Fitness (Physical, Social, Emotional, Spiritual, and Family) to build resiliency. Another approach used by other installations across the Army is the use of a designated Resiliency Campus, geared at being a consolidated location for families and soldiers to develop Mind, Body, and Spirit. This approach is indicated in the model used by the Fort Hood Resiliency Campus and adopted by most installations seen in figure 2.

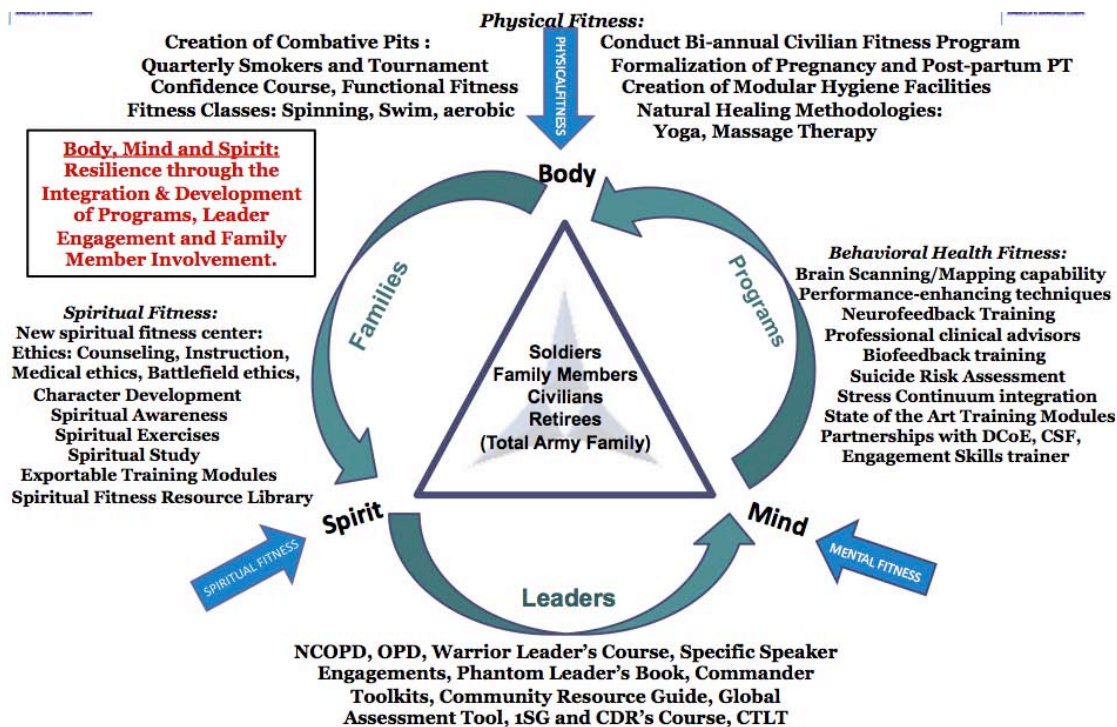


Figure 2. Fort Hood Resiliency Campus Services Diagram

Source: Fort Hood Army, "Resiliency Campus," Slide 2, <http://www.hood.army.mil/resiliency-campus> (accessed 14 October 2010).

Colonel Green explained that his view of family resiliency is one that should be existent throughout the Army Force Generation cycle. He believes that the approaches to resiliency should not be to use one person such as the Rear Detachment. During Operation Desert Shield Desert Storm the model for family support used the Rear Detachment Commander as the lead proponent for dealing with issues of families. The concern from the installation command perspective is that the Rear Detachment is performing the same functions that those installation agencies perform in regards to family support.

The director of the Deployment and Mobilization office at Fort Leavenworth also attended the interview conducted with Colonel Green on 19 November 2010. The

director addressed the lack of doctrinal guidelines for how the Rear Detachment should conduct operations and prevent the overlapping effort between installation services for families and unit Rear Detachment efforts. The Fort Leavenworth mobilization support director stated that her opinion of resiliency building begins with the commander and is supported by Army Community Services and FRSA as installation supporting elements.

Both the installation commander and the mobilization director agreed that the Rear Detachment and installation have a supporting relationship and should not be confused with a command relationship. The researcher determines that the main effort for building family resiliency has to be the command and the emphasis placed on encouraging families to attend valuable but optional resiliency training and resources available on the installation. The mobilization director, based on her experience, believes that key to bringing together this effort to build resiliency in families is the senior Non-Commissioned Officer (NCO) of the unit in conjunction with the other Non-Commissioned Officers of that unit. The director stated that the newest resiliency building effort at Fort Leavenworth is a 27-hour resiliency-training module offered to family members. This is the same training that is offered to soldiers. She believes the key to this program and other such programs will be successful command focus and Non-Commissioned Officer encouragement.

The researcher's original assessment is that the assets for building family resiliency will not reside within a unit, but they reside within the garrison programs. The need is not to create additional programs but to get the families tied in to the ones that already exist. Based on the mobilization director's observation, the participation for family members of an established Family Readiness Group was about 75 percent of the

unit's families. These families normally make up the majority of families who routinely participated in the installation provided programs. The participation is attributed to a team effort of the Rear Detachment, Family Readiness Group leader, and FRSA. The groups offer a combination of unit specific activities such as deployment briefs, video teleconferences with deployed service members, and unit level town hall meetings with the commander. Several purely social activities for families are also conducted through the services of Family Morale Welfare and Recreation and Army Community Services.

The percentage of family participation in Family Readiness Groups and social activities was observed to be significantly lower with families in units where soldiers are deployed as individual augmenters. The Family Readiness Group meetings are open to families of everyone that deploys with the unit, but because there is not an identity with the unit by augments families it results in low participation. To counter the effects of non-affiliation with a unit by augments soldiers' families and single soldiers' families, the mobilization office for the installation also offers several social media options such as Facebook, Twitter, unit updates, and access to the Fort Leavenworth website.

Leveraging Installation Command Resources to Support Resiliency Building by the Brigade Rear Detachment Commands

The assessment of the researcher is that Rear Detachment is better suited with creating an identity with units that deploy as a group and if there is established Rear Detachment cycle for pre-deployment, during, and post deployment the chances of having successful resilient families are increased. The installation commander for Fort Leavenworth considers the Rear Detachment cadre to be the integrator for those systems that are offered through installation command. The primary function of integrating is to

help the installation commander who is the service provider. The belief if the installation commander is Rear Detachment is a key platform for strategically communicating these services of the installation to the families. The challenge still remains of getting the families to participate. This means creating an environment that will bring families to these facilities. Most importantly depending on what portion of the deployment cycle the family will take advantage of the services offered.

The duplicity of effort is needed to get maximum participation from families and the Rear Detachment can be integrated within garrison command to assist. The underlying question is whose responsibility is it to ensure the families are aware and participating in the resiliency activities. The installation programs offer several programs that reach the core of building resiliency, but the Morale Welfare and Recreation and Army Community Services still struggle with the question of how to enable the systems that support families' programs offered through Army Community Services also to reach out to parents of soldiers. With the complete identifying of the numerous resources that are available to build family resiliency by primary sources of an installation, the researcher can hone the research to answer the secondary research question.

Is it possible to link the authority of rear detachment operations to installation command to allow a shift in leader development specifically for rear command? The supporter to supported nature of this proposed command relationship between Rear Detachment and installation command would be difficult to quantify and the unit commander not the installation commander would still primarily dictate the performance matrix for this rating scheme. When asked the question, should there be a command relationship with the Rear Detachment and the installation command, Colonel Green

recommended that it would be more suitable at the higher levels of command. He stated “the Installation Management Community Campaign Plan provides the structure to have the flexibility to have a construct to focus on building family resiliency using any one of the tools that are offered out there.” The Comprehensive Soldier Fitness five pillars of building resiliency and the IMCOM campaign plan provide the construct for the Rear Detachment to be integrated with families and the installation. Taking a commitment of time with the families to set the conditions throughout the Army Force Generation cycle is a challenge and would require the Rear Detachment to be a permanently manned unit.

To sustain strength in families by leveraging the benefits of the installation commands, Army Community Services resources is an essential part of what the Rear Detachment should be able to do if established as a permanent unit. This is a collaborative effort that is currently viewed as more effective at the brigade and below levels and the correct command authority is the brigade commander to the brigade Rear Detachment commander.

The Rear Detachment commander, by the policy laid out in the Rear Detachment Commander handbook, is a representative of the brigade commander, and the installation is a separate entity. Therefore, if the command structure is to be connected to installation, it should be in an intermediate role in the absence of a division or higher echelon. This integration to the command structure is only to evaluate the Rear Detachment commander performance and not to set his priorities. The parent unit commander who they are supporting sets the Rear Detachment command priorities. Although family support activities are one of the Rear Detachment command priorities, they also have other duties and functions that support their parent unit command. This is a legacy task list from

Desert Storm and it has been upgraded to include a few additional duties since the beginning of Operation Iraqi Freedom and Operation Enduring Freedom.

Integrating the Family Support Resources

The Army launched a study of the Army Integrated Family Support Network (AIFSN) through Cornell University in 2006. The approach of this study was to determine the impact and effectiveness of all the programs offered by the Family Morale Welfare Recreation (FMWR).³⁵ The research used a varied methodological approach of paper based and computer based surveys. These assessments were reported to the Army Headquarters Army Family Morale, Welfare and Recreation Command for their assessment of the results in 2009, and the research encompassed 2008-09-01 to 2009-08-31. The results of these surveys and assessment from the Cornell University study indicated there were multiple sources that were available to families to build their resiliency. The Army Integrated Family Support Network is now known as Army One Source (AOS) and it provides the main source for fusing information that supports service members and families.

The researcher spoke with the project director for the Army Integrated Family Support Network study on 23 November 2010, Dr. M.G. Thomas Ph.D., in a telephone conversation. During the conversation, the project director expressed the opinion that, based on the results of the Army Integrated Family Support Network survey the Rear Detachment commander was the key in what the director considers a community effort.

³⁵M. G. Thomas, "Cornell University Army Integrated Family Support Network Project," www.reeis.usda.gov/web/crisprojectpages/215684.html (accessed 25 October 2010).

Consulting another family member is normally the first course of action for families seeking assistance. The second choice is to go directly to the Rear Detachment.

Command authority of the Rear Detachment makes the Rear Detachment Commander the first option for military families seeking assistance. Families will more likely trust a Rear Detachment Commander that is connected and competent in military operations before going directly to the Army Community Services.

This research reflects that the current family support practices have evolved significantly making more resources available to the families indirectly over the World Wide Web. Families have access to the information in a more rapid and reliable forum with unit sponsored web sites and the consolidation of family support information provided by Army sponsored sites such as www.myArmynonesource.com/default.aspx . The benefits of the accessibility of information are that it removes one level of complication to families seeking help.

The programs offered by Army Community Services and enablers such as the Rear Detachment Commander and his staff are only the first step in building family resiliency. The new Resiliency Campuses that are being established throughout Army installations give soldiers, families and retirees an option to build total wellness for mind, body, and spirit as indicated previously in the example provided in figure 1.

To gather a further understanding on how the Resiliency Campus views the resiliency building in families, the researcher conducted a telephone interview with Sergeant Major Michael E. Aycock, who is the senior Non-Commissioned Officer in charge at the Fort Hood Resiliency Campus located at Fort Hood Texas on 24 November 2010. This interview was conducted to draw a perspective from a senior Non-

Commissioned Officer responsible for the Resiliency Campus and determine what the Non-Commissioned Officer's approaches are toward building family resiliency. The questions that Command Sergeant Major Aycock addressed were linked to the research question and used to give the researcher clarity on the Rear Detachment Non-Commissioned Officer's link to building resiliency. These questions are listed in Appendix B of this thesis and they discuss the link of the campus with unit Rear Detachment and families left behind.

The Resiliency Campus offers a variety of programs and also conducts outreach to FRG's and the families of augmented soldiers. The resiliency campus reaches out to commanders when they initially arrive at the installation and stress the importance of encouraging family participation in the services provided. The mission of the Resiliency Campus is to "empower Soldiers, Families, Department of the Army Civilians and Retirees with the tools for life effectiveness through educational and holistic Mind, Body, and Spirit programs in order to promote resiliency and overall comprehensive fitness."³⁶ The campus services about 300 to 3,500 soldiers per week on an installation of over 50,000. The Resiliency Campus representative Sergeant Major Aycock adamantly stated "resiliency is leader business"³⁷ and in the telephone interview conducted, he also commented that "the success and integration with families with the resiliency campus is dependent on how much command involvement is being placed on this effort." The question still remains after completion of the interview with Sergeant Major Aycock, who is responsible for building resiliency of family members? The initial answer is that it

³⁶Ibid.

³⁷Telephone interview by author, Ft. Leavenworth, KS, 24 November 2010.

takes the involvement of the entire community, but by the nature of the evolutions in Army Community Services, Family Morale Welfare and Recreation and unit's deployment support. The Rear Detachment Command for the Army is still the main point of contact for families.

Training the Rear Detachment

The integration training with the Rear Detachment and Resiliency Campus at Fort Hood is done through a Period of Instruction (POI) given at the Rear Detachment Operations commander's course. The researcher also contacted Mr. George Butry of the Fort Hood Installation mobilization Rear Detachment Operations (RDO) course as another primary source. The researcher contacted Mr. Butry to clarify the training of the Rear Detachment Commander receives. As the lead instructor on the Rear Detachment Operations course Mr. Butry has first hand feedback and knowledge on how the course has been conducted for the past three years. The questions the researcher asked Butry brought further clarification on the resiliency preparations that the Rear Detachment Commander receives prior to assuming his position. The questions asked of Butry are listed in Appendix D of this thesis.

The Rear Detachment operations course at Fort Hood offers a variety of informational guides as to how the Rear Detachment commander can get families to participate in appropriate resiliency building activity. The first two days of the Rear Detachment Operations course are eight-hour blocks of instruction that are dedicated at providing the Rear Detachment Commanders with information on Army Community Services family support agencies. The other three days of this 40-hour course are dedicated to commander information that is necessary for processing soldiers. The Rear

Detachment Operations training is the only formal preparation that Rear Detachment commanders have before assuming their position. The course material sufficiently covers the areas that are covered in the Company Commander and First Sergeant courses offered at the same installation. However, the staff structure of Rear Detachment does not currently have a Master Resiliency Trainer on the Rear Detachment Cadre.

The Rear Detachment cadre at the brigade level has a 52 personnel cadre assigned in accordance with the guidelines of the Rear Detachment Operations handbook and with the addition of the Family Readiness Support Assistant across the Brigade Rear Detachment staff increases by one for each battalion. The addition of the Family Readiness Support Assistant and the coordination with families' and the use of Army Community Services have improved over the course of Operation Iraqi Freedom/Operation Enduring Freedom. The Family Readiness Support Assistant brings a unique skill set to the Rear Detachment cadre and as a member of the staff is another asset that the brigade commander and the Rear Detachment have at their disposal. The Family Readiness Support Assistant is a paid government employee that ties the command, Family Morale Welfare and Recreation and the FRG together. The duties of the Family Readiness Support Assistant described below are from the Army Community Services Family Readiness Support Assistant Guide Book. The publication is a Family Morale Welfare and Recreation guide to what to expect from the Family Readiness Support Assistant. It states that:

The FRSA maintains coordination of FRG activities within the unit and updates the Commander on the program status, controversial issues and services available to Soldiers and their Family members. The FRSA works closely with the Army Community Service staff and other installation, state or regional resources to remain aware of the latest changes in Family readiness programs across all

components. FRSA's will also continually maintain updates on all referral information concerning Army Family policy and community resources; be prepared to answer questions from the unit Commander, staff and FRG leaders; and provide updates on the status of the unit's Family readiness.³⁸

Family Readiness Support Assistant duties and responsibilities allow them to be a key player in the enabling of families to become more resilient. The Family Readiness Support Assistant program is an evolving program and at both installations that were used during this research, the Family Readiness Support Assistant will be included in future resiliency training at the installations. A Master Resiliency Trainer gives this training to the Family Readiness Support Assistant at these installations and the Family Readiness Support Assistant will then be the key person on a Rear Detachment staff trained to handle direct emotional resilience issues.

Spiritual Support for Family Resiliency

The five pillars of comprehensive soldier fitness reinforce building resiliency (physical, social, emotional, spiritual, and family). The Army resiliency program is not based on mandated structure, but the research uncovered a trend in the tendency of soldiers to return to their spiritual roots when faced with adverse problems. Spirituality is one of the precepts behind the five pillars in Comprehensive Soldier Fitness. The Chaplaincy has an important role in reinforcing strong spiritual bonds with families and their religious beliefs. This is considered an important part of building family resiliency

The researcher took advantage of the recent leadership seminar on Spirituality Ethics and Resilience held at the Command and General Staff College (CGSC) 17

³⁸Department of the Army, Family, Morale, Welfare, and Recreation Command Programs Directorate, *U.S. Army Family Readiness Support Assistant Guide* (Ithaca, NY: Wells Communications, 2007), 9.

November 2010. The Army Chaplaincy leaders discussed that spirituality is one of the holistic dimensions of resiliency and that marriage and family life affected this dimension positively. The argument was made that if the command provides a climate that creates a condition that fosters resiliency it can promulgate throughout the families just by interaction with other resilient families of that command.

The researcher spoke with one of the Chaplains attending the seminar who explained that the Strong Bonds retreats program acts as a great resiliency-building program, however if it is not followed up by a community support effort it can only achieve the effect of a band-aid to families that are in trouble. The Chaplain continued to explain that, “in this era of persistent conflict the demands of frequent combat rotations are too much for families to effectively recover without an involved family support system”³⁹ The approach toward the community effort toward building family resiliency was echoed by an assistant professor of National Security Affairs from the Marine Corps Command and General Staff College attending the leadership symposium who recommends a cooperative approach.

The idea is that resiliency should not be built through a ritualistic program but resiliency building should concentrate on also sustaining family resiliency when the military service members return to a steady state of operations. The key point raised by the group is that moral trauma is different from general wear and tear of stress and anxiety. Therefore regular wear and tear stress is a factor of life and should be gauged

³⁹Major (Chaplain) David Choi interview by author, Eisenhower Hall, Ft. Leavenworth KS, 17 November 2010.

differently than resiliency. Resiliency building for families must be implemented on a continuous basis.

Best Practices of the United States Marines Corps Used to Build
the Resiliency of Families During Deployment?

The researcher used primary sources to answer the questions about the best practices of the Marine Corps and then analyzed how they compare with family resiliency building efforts of the Army. The researcher conducted an interview with two former squadron commanders from recently deployed units. The interview was geared toward finding out the effects resiliency building programs had on the families of deployed Marine Corps Units. Colonel Mike McCoy, a former squadron commander from the Marine Corps commented that during his last deployment in 2007 the Marine family support program was still evolving. The Family Readiness Officer program was not yet launched and he depended heavily on the family readiness group Key Volunteers.

The addition of the Family Readiness Officer brings the Marine commander another force multiplier. The Family Readiness Officer program has taken on the huge responsibility of being one of the Marine brigade level unit commander's five key links to the spouses, children, designated parents/extended family. "FROs are full-time civilians, hired by the commander through the MCCS Human Resource (HR) process. Battalion/squadron commanders have the option of appointing a military FRO from within unit resources. The goal is to have all FRO billets filled with civilian NAF employees."⁴⁰ The Marine Corps brigade level commander's family readiness command

⁴⁰Marine Corps Community Services, *Family Readiness Officer Supervisor Personnel Handbook* (Quantico, VA: Headquarters, U.S. Marine Corps, 5 February 2010), 5.

team is made up of the executive officer, sergeant major, chaplain, and the family readiness advisor who is normally a volunteer spouse or extended family member from the unit. The assessment made by Colonel McCoy is that the Family Readiness Officer program reduces that stress on the previous Key Volunteer. This change brings the advantage of having a professionally trained family support representative that is not a service member will bring more families to the unit or Marine Corps Community Service for assistance.

To answer the questions concerning building family resiliency, the researcher also interviewed a Marine commander who recently returned from deployment in October 2010 and had an opportunity to take full advantage of the services the Family Readiness Officer provided. The commander stated that the unique skill sets that the Family Readiness Officer brings to building resiliency for families alleviated the requirement for a Rear Detachment at the squadron/battalion level of command. In the Marine Corps specific disciplinary and administrative issues for Marines in a non-deployable status are handled at the next higher level of command and adjudication authority resided at brigade/group level or next higher level of command. The Family Readiness Officer functions as a Rear Detachment officer with families and is the primary point of contact for all things concerning the deployed unit for family members.

The requirement to leave behind Marines to support family activities is a huge sacrifice on the commander who loses one of his top company level leaders to support this task. According to Colonel McCoy before the addition of the Family Readiness Officer, a skeleton staff was left behind to support family support operations. Before the Family Readiness Officer was available, the Key Volunteer and Rear Detachment staff

was augmented by Marine Corps Community Service incentives. One of these initiatives is the Lifestyles, Insights, Networking, Knowledge, Skills (LINKS) program established to get families involved and connected to the Marine Corps Community Service. The research indicates that the Marine Corps targets building family resiliency through the exclusive use of the Family Readiness Officer in coordination with Marine Corps Community Service. This is done with the oversight of the Marine chain of command.

In conjunction with the use of the Family Readiness Officer the Marine commander stated that he would use other Marine Corps Community Service assets such as Lifestyles, Insights, Networking, Knowledge, Skills prior to deployment to reduce family members' dependence on the unit for day to day family functions. Colonel McCoy stated that prior to deployment the use of Lifestyles, Insights, Networking, Knowledge, Skills and key volunteers were his primary sources of building family resiliency. The addition of the Family Readiness Officer has alleviated the stress on the Key Volunteers over the deployment and gives the families another level of privacy with their problems. The continuity that the Family Readiness Officer brings to a unit is one of the most significant advantages that was observed by both commanders.

The researcher also reviewed how the Marine Corps used strategic communication platforms such as the World Wide Web to keep families connected to what the unit is doing. The Marine addresses the resiliency building of families during deployment with the use of social media and they use a mass communication tool for families developed by the Marine Corps Community Services. The mass communication tools send out frequent e-mails and text updates to a pre-approved personnel list that is

submitted by each Marine prior to deployment. That gives the Marine family accurate information that will reduce stress and confusion that the public media sources can bring.

The Marine family readiness program along with the new Family Readiness Officer provides significant improvement in how families feel in facing the deployments of in operating environment. The units consider the Family Readiness Officers a part of their unit and they are involved with the unit on a continuous basis. The Family Readiness Officer is the main coordinator for families and has become the subject matter experts with dealing with family support issues. This makes the Family Readiness Officer a primary individual that impacts the resiliency building before deployment, throughout the deployment, and after deployment. The Family Readiness Officer program eliminates personality conflicts with families and the chain of command and although Family Readiness Officers do not have an associated military rank, the personality of the individual has to fit the command climate. The approach of the Marines is very indirect and allows the family members to become self-reliant, with the advantage of having relatively easy access to the resources of the Marine Corps Community Services.

Secondary Research Analysis

Can the Rear Detachment provisional units use training from Army Community Services, Resiliency Campus, Family Morale Welfare and Recreation Command, to Develop Resiliency in the Families Left Behind?

The researcher used previous studies and current literature available pertaining to resiliency to make an analysis of the how families and Rear Detachment tie in to the primary research question. Are Rear Detachment units that support Brigade Combat Team's capable of building resiliency in the families of deployed soldiers? The

information provided by several Army Community Services family readiness publications, research previously conducted by other secondary sources, internet postings and currently used Army doctrine provided the basis for my secondary analysis.

Analysis of Rear Detachment Operations

In the 1992 research thesis *The Mission Organization and Functions of U.S. Army Rear Detachment and The Need For Doctrine* by Major Deborah R. Goodwin the Rear Detachment mission was assessed. The results of her research was that

All Rear Detachments, regardless of the level at which they were organized, prioritized their mission in this order: provide family support, provide service to the deployed force in terms of personnel administration and logistics, provide security and accountability of Army as well as personal property, and conduct redeployment/transition operations.⁴¹

The assessment by Major Goodwin back in 1992 at the end of Operation Desert Storm made recommendations as to the manning and organizational structure that is currently being practiced at the brigade levels for Army units today. The main transition in the Rear Detachment structure is in the addition of a Family Readiness Support Assistant This addition brings the brigade a capability of having continuity when the brigade Rear Detachment is dissolved after deployments.

The Rear Detachment provisional units address resiliency building indirectly through performing duties and responsibilities directed in several Army publications. These guidelines have been developed since the publishing of Major Goodwin's thesis in 1992. Several other studies by the Family Morale Welfare and Recreation and Army

⁴¹Deborah R. Godwin, "The Mission Organization and Functions of U.S. Army Rear Detachment and the Need for Doctrine" (Fort Leavenworth, KS: U.S. Army Command and General Staff College), 121.

Community Services have led to the development of the Rear Detachment Operations handbook, and several other guides linking the families with the Army Community Services provided resources. The Family Readiness Support Assistant provides more than a continuity link after the Rear Detachment is disbanded. They also are subject matter experts on all the recourses available for families on an installation. In Appendix E is the full listing of the resources provided by Family Morale Welfare and Recreation that the researcher reviewed to assess the answers to the secondary research questions.

These materials are the electronic copies and links from the Operation Ready site within Family Programs Mobilization and Deployment information and can be downloaded by all family members. Some of the guidebooks are available as printed copies through the Army warehouse. Family resiliency is an end-result of a good community effort toward reducing stress on families, and giving them the skills to bounce back after facing the traumatic events that deployment and separation can brings. The strategic communication modem of the World Wide Web gives the Rear Detachment unit the ability to bring families into the military community resources.

Operation Ready site is a site sponsored by Armyonesource.com that incorporates all resources and programs for family readiness and Army Community Services. These sites and programs directly tie back to the relationship the families have with the unit and before, during, and after deployments. The Rear Detachment Commander has an overlapping responsibility with all these installation resources during periods of deployment. The Rear Detachment Commander is a key enabler in the Line of Communication (LOC) with families of a deployed unit and the resources available on installations that build resiliency. The current required services the Rear Detachment

Commander and his staff provides for units and families are outlined in the *U.S. Army Rear Detachment Handbook* and dictates that the commander,

Maintain contact with families in the command. This includes keeping in touch with families that return to their home of record or otherwise leave the area during their sponsor's deployment. Maintain regular contact with FRG leaders and furnish important information to them. Ensure that communication between FRG leaders and unit family members occurs regularly. Attend and support FRG meetings and activities. Update FRG phone trees. Coordinate plans with FRG leader for FRG social or recreational activities to build and sustain morale and camaraderie. Answer questions and concerns from FRG leaders and families. Resolve family issues by referring families to appropriate military or community agencies.⁴²

The above description of the responsibility the Rear Detachment has to families according to the Rear Detachment handbook does not describe a specific role concerning resiliency building or additional commander's guidance from the supported brigade command.

Based on this research, it is assessed that the Rear Detachment units are structured as an integrator of resources provided by Army installations, Family Morale Welfare and Recreation, Army Community Services and all other outside agencies that provide support for families during deployment. The structure of the of the current Rear Detachment units is set up to get families to the right resources that build resiliency. The Rear Detachment is an individual entity, which has a limited staff and is not set up to be the builder of resiliency for families. The support network provided by the communities' integrated family support network best facilitates the resiliency building for families. The Rear Detachment, because of limited personnel and budget can only provide a small

⁴²Mancini, 9.

amount of family quality of life activities along with the FRG that will sustain resiliency of families.

The study by the Family Morale Welfare and Recreation Command and Cornell University that was reviewed in this research has led to tremendous improvements in how the information and resources that support families are streamlined today. Army Integrated Family Support Network is one of the resulting initiatives that was created to meet the 2003 Army Family Action Plan issue number 562.

Army Integrated Family Support Network (AIFSN), working in concert with other military and civilian agencies, is intended to establish a comprehensive multi-agency approach for community support and services to meet the diverse needs of Active Army, Army National Guard, and Army Reserve Soldiers, Families and employers throughout the entire deployment cycle.⁴³

The Army Integrated Family Support Network efforts to consolidate the access to family services along with Family Morale Welfare and Recreation provide the right conditions for building resiliency in families. Rear Detachment is only one representation of what a brigade combat command has available to bring these resources to families. The Rear Detachment Commander, Family Readiness Support Assistant, Military Family Life Consultants (MFLEC), and Army One Source are all conduits that will bring families closer to becoming resilient.

⁴³General George W. Casey and Pete Green, “Army Integrated Family Support Network. What is it?” www.Army.mil/aps/08/information_papers/sustain/Army_Integrated_Family_Support_Network.html (accessed 19 November 2010).

Analysis of Military Organizations Contributing to Resiliency

In June 2010 the Military Medicine magazine released an article listing all the “military organizations and programs contributing to resiliency building.”⁴⁴ The article described resiliency as “[I]n general, resilience is an individual, family, organization, or communities' ability to adapt to adverse stress effectively as measured by performance and well-being.”⁴⁵ The report listed 16 organizations across the military that provide “resilience-based” resources for families.⁴⁶ These organizations provide the network for the execution of services discussed throughout this thesis. The Rear Detachment command is a single unit in this vast spectrum of support and in regards to building family resiliency is not resourced to build family resiliency without this network.

Summary

The research analysis shows that the approach to build family resiliency is a community effort that depends on access to all the resources provided by the Army. A tight knit community with an integration of resilient families interacting with other families that might not be able to deal with the stresses of persistent conflict is the best tool to build resiliency. The analysis in this chapter indicates that the key to the Army's strategy for building resilient families is getting families to take advantage of the resources. The Rear Detachment is only one of the integrators of resources in the Army's holistic approach to resiliency.

⁴⁴S. B. Bowles, “Military Medicine” (June 2010), http://findarticles.com/articles/mi_qa3912/is_201006/ai_n54366464/?tag=content;col1 (accessed 24 November 2010).

⁴⁵Ibid.

⁴⁶Ibid.

The review of the family efforts by other branches of services in this chapter indicates that the Army leads in the effort to resiliency building programs for families. The access to resources and scope of the programs for families is unmatched by the other services. This assessment does not mean that the services provided by the other branches are insufficient for their families. By nature of the size and frequency of Army units' deployment, the resiliency building programs support the community effort and the tempo of Army deployment.

Based on the researchers analysis all of the programs and organizations contributing to building resiliency in the Army. The researcher concludes that the primary question of this thesis will not support the Army's current approach to building resiliency in families. It is the researcher's assessment that the Rear Detachment command is being employed as a temporary backstop for command requirements of a deployed unit. The dedication to providing a base of family enrichment activities and support exists in several other organizations that the rear has access to, and an informal supporter supported relationship with. Beyond having access, the Rear Detachment command can only function as a conduit for families requiring use of these resources.

Research Scheduled but Not Conducted

The researcher scheduled but was unable to conduct telephone interviews with a representative of the United States Marine Corps Personnel and Family Readiness Division in Quantico Virginia in November 2010. The question and answer interview was scheduled with an assistant director of family readiness programs at Quantico. The questions were to be addressed to gain further understanding of the services the Marine Corps Community Services provides for families in order to draw a comparison with the

Army's family readiness activities. A list of these questions is found in Appendix A of this thesis. The conversation with the Marine Corps Community Services representative would have allowed the researcher to get a look at the full listing of services normally provided to families of Marines before, during, and after a deployment. From the researcher's initial secondary research and through an open source Marine Corps website, the services appeared to be similar to Army Community Services. The main promoter to connect Marine families with these services is the Family Readiness Officer.

CHAPTER 5

The Army is only as good as our Soldiers who man it, and the support they receive from their Families.

— Major General Reuben Jones, Commander,
Family and Morale, Welfare and Recreation Command

The research has resulted in two recommendations. The first deals the Army's approach to resiliency building and the second involves the length of time rear provisional units are operational. Both recommendations are applicable in today's Operating Environment, and allow family integration and resiliency throughout the Army Force Generation process.

Chapter 4 explained the limitations of the Rear Detachment and how the collective community approach can achieve success. Resiliency building is a community effort and this research has directed that there can be no conclusive individual entity responsible for building family resiliency. To connect the Rear Detachment with this community effort will take a prioritization of how the supported command directs the Rear Detachment focus. The Operation Iraqi Freedom/Operation Enduring Freedom Mental Health Advisory Team (MHAT) reports made the recommendation that the Rear Detachment and FRG's will have a need for professional mental health provider support. According to an executive summary on initial report in 2003 one recommendation is that:

Improve the behavioral health support at the unit level. Develop a human resource risk management program utilizing mid-grade soldiers to facilitate the early identification and intervention of psychological problems at the company and

significantly improve the behavioral health support for the Rear Detachment commanders and FRG.⁴⁷

Looking at the support that the Rear Detachment and FRG currently provide, the researcher concludes that support is not sufficient enough to independently provide a base for building family resiliency.

The approach the Army has taken to institute a holistic network that is integrated in resources uses a strategic communications platform to reach families and is vital to build family resiliency. This approach will link families to the programs of the installation and community and further enhances their ability to have support systems in place. When adversity and stress become overwhelming for families that service members are deployed use of the Army One Source and the Rear Detachment command to access the resiliency building resources is essential. Resiliency campuses serve as another consolidated means for families to get to the quality of life resources of each Army installation. The barometer of what type of support system is needed to build family resiliency points toward a community effort throughout the research analysis of this thesis.

Interpretation of Findings

The researcher believes that the concept of how Army brigade units employ the use of their Rear Detachment command needs to be focused toward building family resiliency. The current focus is still restricted in providing this service because the published guidelines dictate that the Rear Detachment is an extension of the deployed

⁴⁷U.S Army Surgeon General and Headquarters Department of the Army, *Operation Iraqi Freedom Mental Health Advisory Team Report* (Washington, DC: Government Printing office, 16 December 2003), 6.

commander. Rear Detachment units currently deal with less of the required unit daily functions of a regular line unit. There is a reduced demand to fulfill routine tasks such as unit maintenance and property accountability.

There has been an increase in support for these rear commands, however they are still being tasked with providing unit-enabling duties to the forward deployed units. These unit-enabling duties mainly include soldier processing to and from a deployed theater and limited Uniform Code of Military Justice. The workload being handled by the Rear Detachment in taking care of stay behind non-deployable soldiers is extremely demanding and requires a the focus of the Rear Detachment. The priority for Rear Detachment shares a conflict in the priority of effort based on who dictated the Rear Detachment commander's priority.

The implication that was repeated throughout the research and the interviews conducted is that command emphasis and Non-Commissioned Officer participation is the best way to get soldiers participating in quality of life programs that build resiliency. The soldiers throughout the Army community look to leadership to set the tone for what is important to the command. If the Army spends time and money establishing quality of life programs and does not place an emphasis on making the programs a priority the programs will be ineffective in their intended purpose. Building family resiliency must be a priority focus for commanders before, during, and after deployments. The research provided the following suggestions to achieving an enduring resiliency command climate:

1. Lessons learned from installation commander and ACS should be readily available to the Rear Detachment command through a community service council that brings all commanders in on information sharing.
2. Use of the Military Family Life Consultants (MFLC) on a permanent basis. Current practices with the MFLC support the units on a rotational basis this creates a lack of continuity. The MFLC work with families for up to 6 months then are replaced by another MFLC. This lack of continuity make family resiliency building on emotional and family life issues limited.

Recommendations

Recommendations as to what doctrinal manual best fits the Rear Detachment operations is the Department of the Army Pamphlet (DA PAM) 608-47, *Army Family Action Plan*. An update should be made to this document to include the duties and responsibilities of Rear Detachment. This document should support the Army Family Team Building, AFC and the Army Posture Statement. The second recommendation is for the Rear Detachment to play a role in facilitating the growth of resilient families through interaction prior to the current recommended 60 days before unit deploys. Establishing an antecedent relationship at least 90 days prior to deployment gives the Rear Detachment staff time to develop a habitual relationship with the families and a greater understand of the supporter relationship that exists with installation command and its organic resources.

Summary and Conclusion

The research reveals that resiliency is an individual quality and Rear Detachment can only link families with the quality of life resources. The best approach to improve the Rear Detachment role in building resiliency of families is through training. By ensuring that there is a qualified MRT on the Rear Detachment cadre will bring a greater knowledge of the programs and techniques that can aid the family in enduring throughout deployment.

Resiliency is an individual skill that requires collective community effort. The agencies, programs, and facilities available to family members can create conditions to facilitate a high quality of life for families. The resiliency efforts of the Army are preemptive and do not place a large emphasis on posttraumatic growth. How families come back from adverse situations and continue to be supportive of their service member's commitment to serve their country requires the acceptance of constant separation due to deployment as the norm. The researcher recommends sustaining the current family support system while using the approach of the Marine Corps and allows families to move beyond superficial concepts of wellbeing. This will allow them to be optimistic and to explore other existential characteristics such as virtue and fulfillment. Rear Detachment can facilitate this by primarily being a concatenate of resources available to families. Through a collective collaboration of families, community, and the Army's resiliency resources, the Armies families can become resilient throughout this era of persistent conflict.

APPENDIX A

QUESTIONS ASKED OF THE MARINE CORPS

COMMANDERS AND COL MCCOY

1. Who is the unit designated representative (before, during, and after) a deployment for families?
2. How does the Marine address building resilience in families through its support agencies such as Marine Corps Community Services and other like organizations?
3. Are groups such as Families Overcoming Stress (FOCUS) more suited to build family resilience than the Family Readiness Officers or Rear Detachment?
4. What effects does the separation anxiety and stress have on Marine families and in what ways are your Rear Detachment units impacting building their resilience?
5. Are there any initiatives by the Marine Corps to sustain the resilience of family members in the future?

APPENDIX B

QUESTIONS FOR THE RESILIENCY CAMPUS CSM

1. What are your founding documents that allowed you to get established?
2. What regulations cover the Resiliency Campus functions?
3. Do you see a change in enrollment of family members that use your service before, during and after deployments? What about for soldiers?
4. Which of the five pillar structures do family members use the most?
5. Are topics presented at the resiliency campus incorporated into the Army Community Services pre-deployment brief to families and soldiers? What is the feedback so far if any?
6. Does the Rear Detachment staff integrate family support activities into any current resiliency campus activities?
7. Are there any conclusive signs of increase or decrease in the stress and anxiety on families based on the current campus programs?

APPENDIX C

QUESTIONS FOR MCCS REPRESENTATIVE INTERVIEW NOT CONDUCTED

1. Who is the unit designated representative (before, during, and after) a deployment for families?
2. How does the Marine address building resilience in families through its support agencies such as Marine Corps Community Services and other like organizations?
3. Are groups such as Families Overcoming Stress more suited to build family resilience than the Family Readiness Officers?
4. What effects does the separation anxiety and stress have on marine families and in what ways are your Rear Detachment units impacting building their resilience?
5. Are there any initiatives by the Marine Corps to sustain the resilience of family members in the future?

APPENDIX D

QUESTIONS TO THE MOBILIZATION AND DEPLOYMENT REAR

DETACHMENT OFFICER COURSE INSTRUCTOR

1. During the Rear Detachment Officer course how much emphasis is placed on resiliency training?
2. What doctrinal references are used for the course?
3. Who is the course offered to and who is the targeted audience? How many of each group do you see attending on average for the past year?
4. Are there any alternate courses offered for family members?

APPENDIX E

LIST OF FAMILY SUPPORT INFORMATION

U.S. Army Family Readiness Group Leader's Handbook - Designed to be used by FRG leaders in the Active, Guard, and Reserve Components.

U.S. Army Family Readiness Support Assistant: FRSA Resource Guide - Designed primarily to inform FRSAs about their roles and responsibilities in the ARFORGEN cycle process.

U.S. Army Rear Detachment Commander's Handbook - Describes how leadership and FRGs individually and in partnership support Soldiers and Family members through the ARFORGEN cycle process.

U.S. Army Deployment Cycle Readiness: Soldier's, and Family Member's Handbook - Helps Families prepare for the phases of the ARFORGEN cycle, providing tips, ideas and resources.

U.S. Army RESET Guide for Professionals - Provides Reintegration guidance for professionals when dealing with Soldiers and Family Members.

U.S. Army RESET Handbook for Soldiers, DA Civilians and Family Members - Provides Reintegration tips, ideas and resources for Soldier, DA Civilians and Family Members.

U.S. Army RESET Guide for Leaders - Provides leaders a menu of recommendations to guide and motivate Soldiers/Civilians and their Family members through the RESET process.

U.S. Army Leader's Handbook: Trauma in the Unit - Provides information and guidance to leaders on how to help Soldiers, Families and military units understand and respond when traumatic events occur.

U.S. Army Care Team Handbook - Provides guidance for Care Team volunteers to understand the Care Team's role and to learn how to support Families effectively.

U.S. Army Deployment Support Handbook: Children and Youth - This handbook is designed for professionals to learn about the deployment readiness process and the effects on children and youth.

Smart Book - Provides supplemental information, regulations, policy guidance and other key information. Note: the Smart Book linked above does not have downloadable resources. Click here to access the resources listed in the Smart Book.⁴⁸

⁴⁸Army Onesource, "Operation Resources for Education About Deployment and You (Operation Ready), <http://www.myArmyonesource.com/FamilyProgramsandServices/FamilyPrograms/MobilizationandDeploymentReadiness/OperationREADY/default.aspx> (accessed 6 November 2010).

BIBLIOGRAPHY

Government Publications

Casey, Jr., General George. *Army Training and Leader Development Guidance, FY 10-11*. Washington, DC: Government Printing Office, 2009.

Department the Army. Family Morale Welfare and Recreation Command Programs Directorate. *U.S. Army Family Readiness Support Assistant Guide*. Ithaca, NY: Wells Communications, 2007.

Department of Defense. Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*. Washington, DC: Government Printing Office, 12 April 2001 (as amended through 30 September 2010).

Department of the Navy. *Navy Family Ombudsman Program Communication Plan After Action Report*. Commander Navy Installations Command, October 2008.

Gates, Robert M. *Quadrennial Defence Review*. Washington, DC: Government Printing Office, 2010.

Headquarters, Department of the Army. Army Regulation 215-1, *Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities*. Washington, DC: Government Printing Office, 24 September 2010.

_____. Army Regulation 215-7, *Civilian Nonappropriated Fund and Morale, Welfare, and Recreation Activities*. Washington, DC: Government Printing Office, 26 January 2001.

_____. Army Regulation 220-5, *Designation, Classification, and Change in Status of Units*. Washington, DC: Government Printing Office, 15 April 2003.

_____. Army Regulation 608-47, *Army Family Action Plan (AFAP) Program*. Washington, DC: Government Printing Office, 14 December 2004.

_____. Field Manual 1-02, *Operational Terms and Graphics*. Washington, DC: Government Printing Office, 21 September 2007.

Lynch, Lieutenant General Rick. *Installation Management Community Campaign Plan 2010-2017*. Washington, DC: Government Printing Office, October 2010.

Mancini, Deborah. *U.S. Army Rear Detachment Hand Book*. Ithaca, NY: Wells Communications, 2006.

Marine Corps Community Services. *Family Readiness Officer Supervisor Personnel Handbook*. Quantico, VA: Headquarters, U.S. Marine Corps, 5 February 2010.

Odierna, Raymond T. *MNF-I, Munti National Force Counter Insurgency Guidance*. Baghdad, Iraq: Department of the Army, 2008.

Office of the Command Surgeon U.S. Forces Afghanistan and Office of the Surgeon General U.S. Army Medical Command. *Mental Health Advisory Team (MHAT) 6 Operation Enduring Freedom 2009 Afghanistan*. 6 November 2009.

U.S Army Surgeon General and Headquarters Department of the Army. *Operation Iraqi Freedom Mental Health Advisory Team Report*. Washington, DC: Government Printing Office, 16 December 2003.

Internet Sources

American Psychological Association. http://warrioroutreach.com/index_files psychologicalresilience.htm (accessed 19 November 2010).

_____. "Changing the Military Culture of Silence." http://warrioroutreach.com/index_files psychologicalresilience.htm. 2010 (accessed November 19, 2010).

_____. "Help Center." 29 May 2009. www.hooah4health.com/spirit/resilient.htm (accessed 28 December 2010).

_____. "What is Resilience?" http://warrioroutreach.com/index_files psychologicalresilience.htm (accessed 20 June 2010).

Army Onesource. "Operation Resources for Education About Deployment and You (Operation Ready)." <http://www.myArmyonesource.com/FamilyProgramsand Services/FamilyPrograms/MobilizationandDeploymentReadiness/Operation READY/default.aspx> (accessed 6 November 2010).

Bowles, S. B. *Military Medicine* (June 2010). http://findarticles.com/articles/mi_qa3912/is_201006/ai_n54366464/?tag=content;coll (accessed 24 November 2010).

Casey, General George W. Jr. "Army Family Covenant: Keeping the Promise." www.myArmyonesource.com/CommunitiesandMarketplace/ArmyFamilyCovenant/default.aspx (accessed 31 October 2010).

Casey, General George W. Jr. and Pete Green. *2009 Army Posture Statement*. http://www.Army.mil/aps/09/addenda/addenda_h.html (accessed 10 October 2010).

_____. "Army Integrated Family Support Network. What is it?" www.Army.mil/aps/08/information_papers/sustain/Army_Integrated_Family_Support_Network.html (accessed 19 November 2010).

Casey, General George W. Jr. and John M. McHugh. *2010 Army Posture Statement*. https://secureweb2.hqda.pentagon.mil/vdas_Armyposturestatement/2010/

- addenda/Addendum_F-Army%20Force%20Generation%20(ARFORGEN).asp (accessed 27 December 2010).
- Castro, Carl Andrew. "Building Psychological Resiliency and Mitigating the Risks of Combat and Deployment Stressors Faced By Soldiers." <http://ftp.rta.nato.int/public//PubFullText/RTO/MP/RTO-MP-HFM-124//MP-HFM-124-13.pdf> (accessed 14 October 2010).
- Department of the Army. "Comprehensive Soldier Fitness." <http://www.Army.mil/csf/index.html> (accessed 2 September 2010).
- _____. "Global Assessment Tool." www.Army.mil/standto/archive/2009/12/08/ (accessed 15 November 2010).
- Fort Hood. "Resiliency Campus." www.hood.Army.mil/resiliencycampus (14 October 2010).
- Lorge, Elizabeth M. "Army Leaders Sign Covenant with Families." 17 October 2007. <http://www.Army.mil/-news/2007/10/17/5641-Army-leaders-sign-covenant-with-families/> (accessed 21 March 2010).
- Marine Corps Community Service. www.usmc-mccs.org/healthpromotions/index.cfm?sid=fl&smid=5 (accessed 28 December 2010).
- Office of the Army Surgeon General and U.S. Army Medical Command Headquarters. www.behavioralhealth.Army.mil/battlemind/index.html (accessed 28 September 2010).
- Pike, John. "Globalsecurity.org." http://www.globalsecurity.org/military/library/report/call_01-3_chap4.html (accessed 14 October 2010).
- Reed, Jesica and Stefanie Love. "Army Developing Master Resiliency Training." 5 August 2009. www.Army.mil/news/ (accessed 1 October 2010).
- Thomas, M. G. "Cornell University Army Integrated Family Support Network Project." www.reeis.usda.gov/web/crisprojectpages/215684.html (accessed 25 October 2010).
- U.S. Army Medical Department. <https://www.resilience.Army.mil/index.html> (accessed 12 October 2010).
- Walter Reed Army Institute of Research. Comprehensive Soldier Fitness. "Resilience Training Overview." 22 February 2010. [Resilience%20Training,%20Formerly%20known%20as%20Battlemind%20Training](http://www.resilience.mil/Resilience%20Training,%20Formerly%20known%20as%20Battlemind%20Training).webarchive (accessed 17 August 2010).

Walter Reed Army Institute of Research and the Office of the Surgeon General Army Medical Command. "Instructor Guide, Master Resilience Trainer Facilitator Course: Day 9." www.resilience.army.mil/MRTfacilitatorschoice.html (accessed 14 November 2010).

Other Sources

Adler, Dr. Amy. Information Paper. "Battlemind Resilience Training Research Accomplishments and Plans." Medical Research Material Command Public Affairs Office, 19 May 2009.

Castro, Carl A., and Charles A. Hoge. "Building Psychological Resiliency and Mitigating the Risks of Comat Deployment Stressors Faced by Soldiers. Silver Spring, MD: Walter Reed Army Institute of Research, Division of Psychology and Neuroscience. n.d.

Choi, Major (Chaplain) David, USA. Interview by author, Eisenhower Hall, Fort Leavenworth, KS, 17 November 2010.

Godwin, Deborah R. "The Mission Organization and Functions of U.S. Army Rear Detachment and the Need for Doctrine." Fort Leavenworth, KS: U.S. Army Command and General Staff College, 7 June 1992.

McCoy, Colonel Michael G., USMC. Telephone interview by author. Fort Leavenworth, KS, 24 November 2010.

Reivich, Karen, Ph.D., and Andrew Shatte, Ph.D. *The Resiliency Factor*. New York: Broadway Books, 2003.

Thomas, Marney Ph.D. Telephone interview by author. Cornell University, 24 November 2010.

Wong, Leonard and Stephen J. Gerras. "The Effects of Multiple Deployments on Army Adolescents." Carlisle, PA: Strategic Studies Institute, January 2010.

INITIAL DISTRIBUTION LIST

Combined Arms Research Library
U.S. Army Command and General Staff College
250 Gibbon Ave.
Fort Leavenworth, KS 66027-2314

Defense Technical Information Center/OCA
825 John J. Kingman Rd., Suite 944
Fort Belvoir, VA 22060-6218

Defense Technical Information Center/OCA
825 John J. Kingman Rd., Suite 944
Fort Belvoir, VA 22060-6218

Mr. Britt W. Estes
CTAC
100 Stimson Avenue
Fort Leavenworth, KS 66027-2301

Major (P). Tacildayus Andrews
DLRO
100 Stimson Avenue
Fort Leavenworth, KS 66027-2301

Charles Heller PhD
Department of Leadership
100 Stimson Avenue
Fort Leavenworth, KS 66027-2301

Chairperson, Board of Directors
Army Civilian Welfare Fund
21 Army Pentagon
Washington, DC 20310-0021

Assistant Chief of Staff for Installation Management
(DAIM-ZA)
600 Army Pentagon
Washington, DC 20310-0600

Commander, Family and Morale, Welfare and Recreation Command
(IMWR-PO-P)
4700 King Street
Alexandria, VA 22302-4419